National Support Plan

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SECTION 1 - INTRODUCTION

General

1. The fundamental principle governing planning for and reaction to emergencies affecting Canadians is that initial response begins at the lowest level [eg. individual, family, neighbour] and is escalated through levels of government until the emergency is effectively resolved. Experience has shown that the federal government is seldom involved in initiating or managing the direct response to emergencies, but is often required or requested to support provinces and territories so that they might better respond to, and recover from, the effects of an emergency. A coordinated approach is required to ensure that support by more than one federal organization is both effective and efficient regardless of which government has the response lead.

2. Another principle of emergency preparedness in Canada is the "all-hazards" approach to emergency planning. This recognizes that the effects of major emergencies are essentially the same despite their causes, thereby permitting an optimization of scarce planning, response and support resources through employment of generic planning, response and support methodologies, modified as necessary by particular circumstances.

3. Emergency Preparedness Canada has identified approximately 60 emergencies that can affect the safety and security of Canadians. The vast majority of those emergencies fall into the categories of natural disasters and man-made or technological accidents, which are collectively referred to as public welfare emergencies.

4. While current provincial emergency response capabilities may be sufficient for most emergencies, extraordinary arrangements involving federal, other provincial and local authorities, non-governmental organizations and international assistance may be required to cope with the damages and casualties and with the disruption of telecommunications, the social fabric and governmental structures that could result from a catastrophic or national emergency.

5. Provision of timely and effective support is critical to the saving and sustaining of lives and the limiting and prevention of property and environmental damage, and is dependent on pre-established and practised arrangements.

Purpose

6. The purpose of this document is to provide a generic emergency management structure and concept of operations for the coordination of federal and national support during emergencies of significant impact or complexity which may not be otherwise covered under other existing emergency plans or arrangements.

Interpretation

7. In the following text the words:
    a. "Plan" is used to mean the National Support Plan, and

    b. "province/provincial" include Canada's territories.

Relationships

8. Legislative, and other, authorities impacting upon the Plan are summarized in Annex D.

9. The relationship of the National Support Plan to the federal emergency legislation, a Federal Policy for Emergencies, and the Government Emergency Book is discussed in Appendix 1 to Annex D.

Outline and Scope

10. The Plan outlines a concept of operations together with the processes, procedures, and linkages - among orders of government, non-government organizations (NGO's) and the private sector - that may be used by the federal government in responding to civil emergencies. As such it is:

    a. a standardized contingency framework that may be adopted in whole or in part by the federal government in response to any emergency in or affecting Canada; and, in response to a request for assistance from the United States; and,

b. a format and process upon which federal lead departments [1] may build and customize specific contingency plans for which they have been assigned responsibility.

11. Terms used in this Plan are defined in Annex A.

12. The Plan outlines those activities to be undertaken during the response phase of an emergency. These actions and activities are designed to support provincial and local government efforts to save and sustain lives and to protect property. This document does not attempt to address the activities undertaken during the recovery phase although the necessity to plan in advance during the response phase will likely result in some recovery action being initiated during the response phase.

13. As a rule, Canadian assistance to the United States in the event of an emergency in that country will not be extensive and will be offered and provided through established lines of communication at all levels of government, Non-Governmental Organizations and private enterprises. The possibility exists, however, of a disaster occurring in the United States or simultaneously in both countries that would be of such magnitude as to generate a comprehensive request for Canadian assistance or a requirement for bilateral coordination. In such an instance, federal coordination of the Canadian response would be required in accordance with the principles governing the 1986 Comprehensive Civil Emergency Planning and Management Agreement between Canada and the United States. This Plan also addresses that eventuality.

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[1] For a brief description of the lead department/lead Minister concept, see Annex A. For a more detailed treatment of the subject refer to a Federal Policy for Emergencies. Unless and until designated otherwise, the lead Minister referred to in this Plan shall be the Minister Responsible for Emergency Preparedness (MREP) and the lead department referred to in this Plan shall be the Department of National Defence (DND) as represented by Emergency Preparedness Canada (EPC).

SECTION 2 - THE NATIONAL SUPPORT STRUCTURE

1. Emergency preparedness assumes a degree of pre-disaster planning. Notwithstanding the Government of Canada's flexible policy of determining federal structures and management tools at the outset of each emergency,[2] planners at all jurisdictional levels require a basic model around which to design their coordinated arrangements. What is described hereunder represents the federal emergency management framework designed to fit within an overall government crisis management structure.

National Support Centre

2. The National Support Centre, working closely with provincial governments, has responsibility for coordinating national and international support to the disaster area in Canada or Canadian support to the United States. An outline of the complete national support structure and the constituent parts of the National Support Centre are shown in Figure 1 below.

Figure 1

Executive Group

3. The Executive Group functions as a centralized policy review, strategic assessment, financial management, decision-making and conflict-resolution group, and as such;

   a. responds to the direction of the Prime Minister, a designated lead Minister, or any committee of Ministers or deputy ministers established or mandated to oversee the federal response to the emergency;

   b. initiates activities and provides direction to manage the national support effort effectively and makes any major decisions not able to be made by the Coordination and Operations Group.

   c. provides policy guidance to the Federal Coordination Officer (see para 13 below) at the designated provincial response centre and to assigned federal representatives at support centres in other provinces/ territories and in the United States;

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[2] For a more detailed discussion on the topic of government crisis management, refer to the Government Emergency Book, Chapter 3.

d. is chaired by the Deputy Minister or equivalent from the federal department designated as the lead department, or from PCO;

e. should include senior representatives from institutions having responsibilities within the Plan, and having the authority to make decisions on behalf of their organization including the commitment of resources (where appropriate representatives to the Executive Group should be those departmental/agency officials designated as their Emergency Preparedness Advisory Committee [EPAC] member);

f. may be augmented by officials from other organizations and governments having resources, capabilities, or expertise of value to the national support effort;

g. may authorize the placement of liaison officers to the NSC from other organizations or, from the NSC to other organizations in accordance with the procedures contained in SOP 10; and,

h. operates from Emergency Preparedness Canada headquarters facilities, or such other premises as the Chair may propose.

Coordination and Operations Group

4. Under the direction of the Executive Group, the Coordination and Operations Group coordinates and expedites national support in response to requests for assistance from the provincial response centre or United States authorities, acts as advisers to the Executive Group; and,

   a. serves as a national reporting forum on the status of government and non-government organizations' support activities;

   b. is chaired by the lead federal department;

   c. includes officials from organizations having responsibilities within the Plan and who have knowledge and authority, or can easily access those with the knowledge and authority, to make operational decisions on behalf of their organizations;

   d. may be augmented by officials from other organizations and provincial governments having resources, capabilities, or expertise of value to the national support effort;

   e. includes, as an integral but subordinate activity, the Disaster Information Centre; and,

   f. operates from the National Support Centre located at Emergency Preparedness Canada's headquarters or such other location the lead department may designate.

Public Affairs Group [3]

5. The Public Affairs Group serves as the federal central public information coordination point for distribution of information concerning the emergency to the media and the general public; and,

   a. provides advice to the Assistant Secretary to the Cabinet (Communications and Consultations) and elements of the National Support Centre on communications strategies and activities;

   b. monitors and analyses national and regional media, assesses public needs and concerns, identifies emerging issues, and develops appropriate communications strategies and responses;

   c. coordinates major government announcements at the national level;

   d. is chaired by the lead federal department;

   e. includes federal public information officials from organizations having responsibilities within the Plan or in accordance with procedures set out in the National Emergency Arrangements for Public Information (NEAPI); and

   f. operates from the National Support Centre located at Emergency Preparedness Canada's headquarters or such other location as the lead department may designate.

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[3] Details pertaining to the operation of the Public Affairs Group may be found in Standing Operating Procedure (SOP) 6

Technical Advisory Group

6. The Technical Advisory Group provides or obtains scientific and expert technical advice, guidance and information to the National Support Centre and other accredited organizations involved in the national response to the disaster; and

   a. will be convened if deemed necessary by the lead department and chaired by an appropriate official (expertise) identified by the lead department; and,

   b. may include specialists from other levels of government and the private sector.

Telecommunications

7. The Government Emergency Operations Coordination Centre (GEOCC), located in EPC Headquarters, provides essential telecommunications facilities and services. Similar facilities and services, in varying degrees of capability, may be provided by other sectoral operations centres in the National Capital Region.

Secretariat Support

8. EPC (or the lead department) will provide secretariat support in the form of experienced staff officers to the Executive Group and to the Coordination and Operations Group in the National Support Centre. The Secretariat will coordinate the production of agendas, position papers, briefing notes and decision sheets in support of these Groups and will be generally responsive to other taskings assigned by the Group Chairs that are not assumed by other Group members or National Support Centre activities. It is anticipated that augmentation from other organizations or from the Emergency Reserve [4] will be required to sustain such staff support during 24/7 operations. EPC may also agree to provide secretariat support, subject to available resources, at the request of the Executive Group or COG Chairs when under the direction of another lead department.

Finance and Administrative Support

9. The lead department will provide financial and administrative support to the National Support Centre. This will include the provision of appropriate access controls, security staff and equipment, office equipment and supplies, computer support, clerical systems, photo-reproduction, mailroom and messenger service, rest area maintenance, local purchase ordering, and maintenance of financial records and accounts directly related to NSC

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[4] The Emergency Reserve is a cadre of retired emergency managers maintained by EPC that may be called out to augment regular staffs during emergencies.

operations. It is anticipated that augmentation from other organizations will be required to sustain 24/7 operations. EPC will provide this support when the NSC is established in EPC's facilities regardless of who is lead department.

Other Technical Support

10. The GEOCC, and other sectoral operations centres, may also provide operational support services to the National Support Centre in the form of audio-visual aids, video monitoring and editing, maps and charts, message handling, situation reports and briefings, conference and meeting room facilities and operational coordination.

Emergency Support Functions

11. At the Canadian federal level a system of emergency functional groupings has been established that corresponds with provincial counterpart organizations, and relates closely with the system adopted by the United States. Because the federal government supports provincial emergency response efforts, these groupings have been titled, *Emergency Support Functions* and are integral to the management structure of this Plan. The National Support Centre is staffed primarily with personnel from organizations with Emergency Support Function responsibilities.

12. A brief summary of each Emergency Support Function and the activities to be carried out by other government departments and agencies are set out in Annexes B and C.

Federal Regional Organization

Federal Coordination Officer

13. A Federal Coordination Officer should be appointed to facilitate liaison and coordination between regional federal resource agencies and the provincial response organization, and between the provincial response centre and the National Support Centre. The FCO's task will be to assist in meeting the immediate needs and evolving support requirements of the affected province.

14. The Regional Director for Emergency Preparedness Canada of the affected province shall be the Acting Federal Coordination Officer, until confirmed by higher authority or replaced by an FCO appointed by the designated lead Minister. Following such replacement, the lead department should give consideration to naming the EPC Regional Director as Deputy Federal Coordination Officer.

15. The Federal Coordination Officer will establish the necessary administrative and technical support requirements to support the function, and the coordination mechanisms between the federal regional offices and the provincial response coordination organizations and between the provincial response coordination organizations and the National Support Centre. This would include, but is not limited to:

    a. assisting in meeting the immediate needs and evolving support requirements of the affected province;

    b. ensuring good liaison between the National Support Centre and the provincial response coordination organization and regional federal offices that remain operational in the affected province; and,

    c. coordinating regional support being provided to the province.

16. The Federal Coordination Officer may be assisted in carrying out these activities by a Region Support Team. The size and composition of the team will be dictated by the magnitude of the emergency and should include representatives from federal regional agencies having support tasks. Specialists in public information, operations, technical services, administration and financial services may be included as required. The Federal Coordination Officer may also call upon the National Support Centre for assistance. The Region Support Team may:

    a. Assist the Federal Coordination Officer in taking necessary actions to ensure that information, resources and services needed to support provincial activities are provided and by maintaining records and information pertaining to regional level support;

    b. Assist in overseeing, directing, coordinating and evaluating National support activities particularly in areas normally subject to federal regulation; and,

    c. Ensure effective liaison between provincial authorities and their counterpart federal organizations.

17. The effects of the disaster may render normal federal regional departmental bases and/or operations centres partly or wholly non-operational or may otherwise limit the ability of local federal officials to report for emergency duty, either temporarily or for an extended period. Each department will determine and report to the Federal Coordination Officer and to its national (or adjacent regional) headquarters, the operational prospects for business continuation, resumption, relocation, hand-over of control, or service abandonment, including the status of departmental personnel.

Provincial Government Management of Emergencies

18. Provincial Emergency Coordination

   a. All provinces maintain an operations or coordination system which coordinates the response to emergencies within their borders and which monitors, on a continuing basis, external-to-the-province situations. In addition, when afflicted with a serious emergency, some provinces possess cooperation agreements with adjoining provinces and/or US states.

   b. Provinces should be encouraged to make provision for the collocation of the Federal Coordination Officer to the primary provincial response centre.

19. Provincial Authority

   a. The affected province retains responsibility for the allocation and priority use of federal and national support from distribution points within the province to the designated disaster area. Provincial authorities should be requested to identify the provincial official responsible for overall response management and coordination.

   b. It is expected that the designated provincial coordinator will be the principal authority regarding the determination and priority of provincial requirements, and the actual allocation and use of all assistance rendered within the designated disaster area.

   c. The designated provincial coordinator and the Federal Coordination Officer should establish mechanisms to maintain continuous contact to coordinate requirements and identify problems and issues requiring resolution by either, or both of the federal and the provincial governments.

Support Centres of Non-Affected Provinces or Territories

20. Non-affected provinces and territories may wish to open support centres to facilitate and coordinate the provision of support to the disaster area from federal, provincial and private sector sources in that region. These centres should be encouraged to harmonize any actions with those of the National Support Centre in Ottawa so that overall national coordination may be accomplished by the National Support Centre.

21. The extent of participation in support centres of non-affected provinces or territories by federal departments will be determined in accordance with their Emergency Support Function roles and interfaces, their presence in each particular region, and any applicable departmental support plans or procedures.

22. The support centres of non-affected provinces or territories may, as appropriate, be represented by a liaison officer or team at the affected provincial response centre(s) and at the National Support Centre. [5]

Support to the United States

23. In the event of a catastrophic occurrence in the United States, the Canadian Government could receive a formal request for assistance from the United States Government. In a case where such assistance involved a potentially wide range of resources and was foreseen to be required over an extended period of time, it might be deemed prudent to activate all or part of the National Support Centre with a view to implementing coordinated support operations.

24. In such an event, the activation and implementation procedures contained elsewhere in this Plan would apply. The exchange of liaison officers, if required, would be authorized by the Executive Group in accordance with the procedures contained in SOP 10.

25. In the absence of direction to the contrary, Emergency Preparedness Canada would assume the lead role in the coordination of support to the United States through the mechanism of the Plan.

Multiple Events

26. In the unlikely situation of more than one catastrophic event occurring at the same time, it is probable that emergency management structures will be required to coordinate the national support effort to each. This will, in turn, require an overall coordination structure to ensure the effective management of scarce resources. That overall structure will be called the National Support Centre. The other, subordinate structures will be called the Disaster Support Centres (eg Hurricane Support Centre). In this case, one of the Disaster Support Centres may be designated the National Support Centre or a separate National Support Centre may be established. Disaster Support Centres will be structured and will operate in a manner similar to the National Support Centre as described in the preceding section.

SECTION 3 - FINANCIAL MANAGEMENT

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[5] See SOP 10

1. The approach to financial management for the National Support Plan is to follow the established Treasury Board guidelines on expenditures in emergency situations (T.B. 778820). These guidelines are reproduced at Annex E.

2. Under this arrangement, each Minister remains accountable to the central financial agencies and to Parliament for the emergency-related expenditures of each department, corporation or other government institution for which the Minister is normally responsible.

3. The cost of the support effort to a catastrophic disaster is considered to have the potential of being orders of magnitude beyond that which the involved departments could absorb within their current program funding appropriations. Accordingly, these departments will wish to prepare Treasury Board submissions for extraordinary increases to their appropriation levels as soon as they can reasonably assess the likely costs of their support interventions.

4. Pending the development and consideration of such submissions, the costs of support actions in each department will be funded on an interim basis by reallocations from, or commitments against, available program resources. Initiation of separate expenditure records and, if necessary, control system modifications, should be virtually instantaneous, supported by detailed operational logs, and coordinated between headquarters and regions.

5. The Treasury Board and its Secretariat remain responsible for overall financial control. As a member of the Executive Group and the Coordination and Operations Group, the Treasury Board Secretariat will be in a position to monitor and to familiarize itself with departmental support activities, and to react promptly to any financial problems that may arise. Among its functions will be the:

    a. revision where warranted of signing authorities and related expenditure limits not already delegated to departments;

    b. provision of advice in the preparation of departmental emergency submissions;

    c. preparation of instruments seeking emergency appropriations from Parliament;

    d. coordination of a government-wide program review with a view to identifying potential cutbacks, deferrals or cancellations sufficient to meet the costs of support plan implementation; and

    e. consideration, in collaboration with the Department of Finance, of options for increasing government revenues to defray emergency expenditures.

6. Departments should not be deterred for financial or budgetary reasons from providing all reasonable assistance to the responsible authorities attempting to deal with a disaster. They

should, however, appreciate that not all costs will necessarily be recovered from the Treasury Board, and that they may have to shoulder some portion of the major fiscal burden that such a catastrophic event would impose on the Federal government.

SECTION 4 - CONCEPT OF OPERATIONS

General

1. The occurrence of an emergency will lead to a sequence of early response actions focussing on casualty and damage assessment, the determination of the specific resource capabilities and quantities needed to respond, and the putting in place of adequate response management structures and procedures. The following may be expected to take place without delay by the respective levels of government responders within the affected area:

    a. local governments will remain responsible for managing and conducting emergency operations within their boundaries; initial response actions will be virtually automatic, based on existing available capabilities to deal with emergencies, augmented as necessary by available assistance from neighbouring jurisdictions and from locally situated provincial and federal agencies;

    b. the provincial level may establish a provincial response centre and implement plans or devise strategies as required, to provide/coordinate provincial support resources to local government response operations, or to direct operations within the province's boundaries; and

    c. the regional federal institutions should place priority on the restoration of their essential services followed by the rendering of assistance to the province under the coordination of the Federal Coordination Officer and preparations for the post-disaster recovery phase.

2. The Federal Government will provide national support services and resources, and search for international resources if necessary, at the request of the provincial government. This will be done through the National Support Centre if activated and this Plan if adopted and implemented.

3. At their discretion, other provinces and territories outside the affected area may activate their support centres and alert pre-selected federal, provincial, local and non-government agencies.

Bringing the National Support Plan Into Force

4. Plans based on the structure and procedures associated with this Plan will be brought into force in two phases. The first is called "activation" which is a series of no/low-cost activities designed to posture the support arrangements for the second phase which is called "implementation", wherein authority exists to expend resources as necessary.

a. Activation

(i) Upon being informed by any reliable source, that a potentially catastrophic emergency has occurred in Canada, or upon receipt of a request from an appropriately authorized official of a delegated lead department, the Executive Director, Emergency Preparedness Canada may activate the provisions of this Plan by advising the Privy Council Office, Emergency Support Function primary and collateral departments, non-government organizations, all provinces and territories, and Emergency Preparedness Canada staff including all Regional Directors. This announcement will be circulated on behalf of the Executive Director, Emergency Preparedness Canada, by the Government Emergency Operations Coordination Centre (GEOCC).

(ii) Each federal organization is responsible for notifying and deploying its national and regional staff in accordance with procedures established by the federal departments and agencies involved. All Regional Directors, Emergency Preparedness Canada must contact provincial authorities to ensure that the announcement has been received and to begin any necessary coordination.

(iii) The National Support Centre, and its constituent parts, will assemble at Emergency Preparedness Canada's headquarters, or such other location as may be directed.

(iv)Upon being informed by any reliable source, that a catastrophic emergency has occurred in the United States that may require a comprehensive and coordinated program of Canadian assistance or that may impact upon Canada, the activation procedure described above will be initiated.

b. Implementation

(i) Implementation of plans based on the provisions of this Plan requires the authority of the appropriate lead Minister as detailed in a Federal Policy for Emergencies or, in the event that a lead Minister has not been designated, of the Minister Responsible for Emergency Preparedness who will assume the lead Minister responsibilities until another is appointed. In the latter case the Department of National Defence, represented by Emergency Preparedness Canada, will act as the lead Department.

(ii) If a provincial government deems that the disaster conditions exceed the capabilities of the province to respond effectively, it will so advise the Government of Canada in consultations initiated by the latter to confirm or guide the implementation of the National Support Plan and/or consider the requirement to declare a National Emergency as defined by the *Emergencies Act*.

(iii) The lead Minister will oversee the national support effort and will appoint a Federal Coordination Officer (FCO) to coordinate national support within the affected province.

(iv)It is essential that all affected federal institutions, non-government organizations, and provinces be advised immediately of the implementation of the provisions of this Plan. The announcement should include any additional pertinent information that is available, including the name and contact numbers of the Federal Coordination Officer. Recipients should relay the announcement as required. Emergency Preparedness Canada Regional Directors shall ensure receipt of the information by their respective provincial/territorial Emergency Measures Organizations.

(v) The National Support Centre, which retains overall management responsibility for national and international support, will normally be established in Ottawa to support the lead Minister unless emergency conditions render the National Capital Region unsuitable.

Other Operational Issues

5. The declaration of a national emergency as defined in the Federal *Emergencies Act*, 1988, is not required for the implementation of this Plan, or other national plans based on the mechanisms of this Plan. The National Support Plan will be used as the basis for a federal reaction to a declared national emergency in the absence of other arrangements.
6. Emergency operations and activities undertaken on federal property or pursuant to areas of federal jurisdiction within the designated disaster area remain the responsibility of the federal government and will be conducted to the extent possible in accordance with individual federal departmental authorities, plans and arrangements.

7. Lifesaving aspects associated with the provisions of the Plan and its derivative plans will take precedence over other federal requirements in the designated disaster area.

8. Requests received at the National Support Centre from the affected province will be reviewed by the Coordination and Operations Group and directed to the representative of

the appropriate federal department, agency, other province or territory, non-governmental organization, or to the private sector. A Logistics Management Centre may be established by the Department of National Defence at a convenient site to coordinate the collection and movement of all materiel into the disaster area.

9. Other provinces not directly affected by the disaster may choose to establish a support centre to facilitate the coordination of support from federal, provincial, non-governmental organizations and private sources from within that region. Local circumstances will dictate whether this will be a joint federal-provincial support centre or a provincial support centre alone.

10. Overall coordination of national support will be done by the National Support Centre in Ottawa. Lines of communication will normally be between the Federal Coordination Officer and other provincial response centres and the National Support Centre. Because of regional arrangements, some federal departments may also use other lines of communication, so long as the National Support Centre is advised through information copies of all actions taken.

11. Organizations involved in this Plan should be prepared to operate for an extended period, perhaps as long as 30 days, on a 24-hours-a-day, 7-days-a-week basis [24/7 operations].

SECTION 5 - EMERGENCY SUPPORT FUNCTIONS

Primary Departments

1. Primary responsibility for management and coordination of each of the following Emergency Support Functions is assigned to the federal department with the most appropriate authorities, resources, capabilities, or expertise in the specific functional area:

EMERGENCY SUPPORT FUNCTION	PRIMARY DEPARTMENT
Transportation	Transport Canada
Telecommunications	Industry Canada [Telecommunications]
Engineering and Construction Resources	Public Works and Government Services Canada
Heavy Urban Search and Rescue	Emergency Preparedness Canada [DND]
International	Foreign Affairs and International Trade
Procurement	Public Works and Government Services Canada
Health and Social Services	Health Canada
Financial	Finance Canada
Public Order	Solicitor General Canada [RCMP]
Human Resources	Human Resources Development Canada

Food and Agriculture	Agriculture and Agri-Food Canada
Hazardous Materials	Environment Canada
Fisheries and Oceans Management	Fisheries and Oceans
Logistics Operations Management	National Defence

Details are contained in Annex B and are expanded upon in Part 2 of this document.

2. At the federal level, to ensure that all requirements of their Emergency Support Function are met, primary departments will effect liaison and coordinate with appropriate collateral departments/agencies. Primary departments are responsible for preparing, maintaining and implementing their Emergency Support Function plan, which should reflect the assumptions and policies to be used, support to be provided, and the responsibilities of the primary and collateral departments/agencies.

3. In addition to managing the sourcing and mobilization of the required Emergency Support Function resources and personnel, primary departments are responsible for planning and implementing arrangements with the Logistics Management Centre [6] to ensure the prioritized delivery of support resources into the affected region, in accordance with the logistics concept of this Plan.

4. Each Emergency Support Function primary department also should:

   a. designate a senior headquarters representative to the Executive Group and representatives to the Coordination and Operations Group, Technical Advisory Group, and the Public Affairs Group, as appropriate for 24/7 operations of the National Support Centre;

   b. designate departmental contact points for Emergency Support Function-related matters in the National Capital Region and each region;

   c. provide direction and assistance to regional elements tasked with assisting in planning and response operations; and,

   d. coordinate the development of supplemental instructions and standard operating procedures to ensure collateral departments and agencies will be able to respond effectively in support of provincial and local governments.

5. Each Emergency Support Function primary department should maintain an updated listing of the designees nominated in accordance with para 4a, b and c above and should provide a

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[6] For a description of the functions of the Logistics Management Centre refer to Annex B, para 17.

duplicate copy of the listing to Emergency Preparedness Canada which will maintain an up-to-date consolidated listing of all designees.

6. At the regional level, primary departments should plan and respond in concert with their functional colleagues at the headquarters level, with collateral Federal departments/ agencies, and with their provincial government counterparts, to ensure the most effective delivery or mobilization of emergency goods and services.

7. Emergency Support Function primary department representatives in the affected region should keep the Federal Coordination Officer, their headquarters and their National Support Centre representative(s) informed of the status of their response activities according to their Emergency Support Function responsibilities.

Collateral Departments/Agencies

8. During the activation and implementation stages, collateral departments/agencies, should respond to requests from the primary department whether at the national or regional level, in accordance with Emergency Support Function arrangements.

9. The collateral departments/agencies should respond immediately when a catastrophic emergency occurs. Each collateral department/agency should:

    a. designate supplementary or alternate representative(s) to the National Support Centre elements, in collaboration with the primary departments;

    b. designate headquarters and regional contact points for Emergency Support Function matters;

    c. provide guidance and assistance to regional elements of their departments/agencies; and,

    d. develop instructions to ensure subordinate organizations will be able to respond effectively in support of provincial and local governments.

10. Each Emergency Support Function collateral department should maintain an updated listing of the designees nominated in accordance with para 9a, b and c above and should provide a duplicate copy of the listing to the primary department(s) to which they are associated and to Emergency Preparedness Canada which will maintain an up-to-date consolidated listing of all designees.

11. Emergency Support Function collateral department representatives in the regions should keep their headquarters, their primary department regional coordinator, the Federal

Coodinating Officer and the National Support Centre informed of the status of their response activities according to their responsibilities under the Emergency Support Function.

SECTION 6 - DONATIONS

1. After an emergency, it is expected that many individuals, organizations, companies or governments will contact the provincial and/or the federal governments to offer assistance. The affected province should be encouraged to establish a Disaster Trust Fund that could be drawn on by the affected provincial government to fund humanitarian and relief operations or response and recovery efforts. Individuals or groups wishing to donate money would be requested to deposit their donation in any Canadian chartered bank in the name of the fund.

2. As well, it is recognized that individuals or groups may prefer to direct their financial donations to the Canadian Red Cross, St. John Ambulance, Salvation Army, or to the private volunteer or charitable organization of their choice for use in the response/ recovery effort. Those Non-Government Organizations and volunteer organizations will coordinate their assistance operations directly with the provincial response centre or the National Support Centre.

3. Those offering personal services or materiel would be advised to contact either an active volunteer agency or the nearest Emergency Preparedness Canada Regional Director, or the provincial response centre (if established) in their province of origin.

4. Offers from abroad will be managed by the Department of Foreign Affairs and International Trade in conjunction with other concerned departments as per the International Emergency Support Function.

5. The Federal Donations Policy is attached as Annex F to Part 1.

SECTION 7 - ANNEXES

ANNEX A - TERMS AND DEFINITIONS

The terms and definitions used in the National Support Plan are consistent, whenever possible, with other emergency support/response terminology.

1. Activate/Activation: For the purpose of this Plan, activate/activation describes the first of two phases to bring the provisions of this Plan into force and includes no cost/low cost activities such as the mobilization of the National Support Centre and other organizations, and the review of documents and arrangements in preparation for implementation of the National Support Plan.

2. Advanced Holding Zone: Locations in the affected province where resources can be received for movement to Distribution Points within the designated disaster area, and where evacuees may be gathered and processed for transport.

3. Catastrophic or Major Emergency: An emergency in Canada or the United States that results in deaths, injuries, property and infrastructure damage in such proportions that national assistance is required to support provincial, local and United States response efforts.

4. Disaster Area(s): Area(s) designated by a provincial government(s) as having been directly affected severely by a disaster.

5. Distribution Points: Locations within the Disaster Area where commodities moved from the Advanced Holding Zone(s) can be issued to officials of the affected province. They can also be used for the gathering and processing for transportation of evacuees.

6. Emergency Support Function (ESF): A major category or functional area of assistance, established under a primary federal department to deliver national assistance to a province during the immediate response phase of an emergency.

7. Emergency Support Function Collateral Department: Federal institutions designated to assist a specific primary department in the delivery of emergency support function-related national assistance.

8. Emergency Support Function Primary Department: A federal institution assigned primary responsibility to manage and coordinate an emergency support function.

9. Federal Coordination Officer (FCO): The senior official appointed by the federal government to provide liaison and coordinate support between the provincial response centre of the affected province, local federal resources and the National Support Centre.

10. Implement/Implementation: For the purpose of this document, implement/ implementation describes the second of two phases to bring the provisions of this Plan into force and includes the authority for the expenditures necessary to carry out the activities outlined in the National Support Plan.

11. Lead Department and Lead Minister: The federal department and Minister designated by the Prime Minister, or as indicated in the Federal Policy for Emergencies, to prepare arrangements for, and to co-ordinate national activities that would provide support to a province or territory requiring assistance to respond to an emergency. In the absence of a clear designation, the Minister Responsible for Emergency Preparedness and the

Department of National Defence [Emergency Preparedness Canada] will act in these capacities until such time as another Minister or department is named.

12. National Support Centre (NSC): The federal government organization located in the National Capital Region (Emergency Preparedness Canada Headquarters unless otherwise selected) which directs the mobilization and delivery of national support to the affected province or the United States' disaster site.

13. Provincial Officer Coordination(POC): The senior official appointed by the Government of the affected province with the authority to direct the total provincial response and to be the primary interface with the federal government.

14. Provincial Response Centre: A senior provincial emergency management centre with the necessary provincial powers of authority to request national assistance and to control the reception and coordination of resources provided from other provinces, federal institutions, non-government organizations and the private sector outside the affected province, and, international assistance.

15. Recovery: Those decisions and measures undertaken to restore normal conditions. The time frame for recovery begins as soon as a reduction in critical response activities permits the re-allocation of some resources to longer-term recovery activities. Recovery measures can begin within the initial response phase and extend over years and could include physical restoration and reconstruction, financial assistance programmes, counselling, temporary housing or relocation assistance, health and safety programmes, environmental clean-up and economic impact studies.

16. Response: Those measures undertaken immediately after an emergency has occurred and for a limited period thereafter, primarily to save human life, treat the injured, and prevent further injury and other forms of loss. They include response plan activation, opening and staffing of emergency operations centres, mobilization of resources, issuance of warnings, advisories and directions, provision of aid, and may include declaration of states of emergency.

17. Staging Areas: Locations where resources can be received for appropriate handling prior to onward shipment to the affected area and where evacuees, injured and uninjured, can be received.

ANNEX B - EMERGENCY SUPPORT FUNCTIONS

1. The following is a summary of the response activities assigned to each Emergency Support Function (ESF) with identification of the lead department for each:

Transportation

2. Transport Canada, as primary department has responsibility for:

   a. providing advice and making recommendations to the Executive Group at the National Support Centre and to the Federal Coordination Officer on the most effective use of civil transportation resources; and

   b. providing advice and information on civil transportation resources, in accordance with the requirements and priorities established by the provincial response centre or the appropriate United States authority, including support for other government departments and non-governmental organizations.

Telecommunications

3. Industry Canada (Telecommunications), as primary department has responsibility for:

   a. facilitating and coordinating, in collaboration with National Emergency Telecommunications Committee (NETC) and Regional Emergency Telecommunications Committee (RETC) members, the acquisition of telecommunication equipment and services;

   b. emergency spectrum management;

   c. coordination of essential civil telecommunications resources and systems; and,

   d. ensuring the availability of telecommunications to meet requirements during periods of telecommunications system overload or degradation.

Engineering and Construction Resources

4. Public Works and Government Services Canada, as primary department has responsibility for:

   a. facilitating and coordinating, in collaboration with Human Resources Development Canada, the acquisition and delivery of specialist personnel having engineering and construction expertise; and

   b. facilitating and coordinating the acquisition and delivery of emergency engineering, construction, demolition and debris-removal contracts, construction equipment, and construction material.

Heavy Urban Search and Rescue

5. Emergency Preparedness Canada, as the primary department will be responsible for:

   a. the arrangement for the identification, rapid mobilization and delivery of urban search and heavy rescue resources available in other parts of the country to assist in the affected area; and

   b. in collaboration with Foreign Affairs and International Trade, Citizenship and Immigration Canada, Revenue Canada (Customs), and Agriculture and Agri-Food Canada, the solicitation and delivery of international urban search and rescue resources.

International

6. The Department of Foreign Affairs and International Trade, as primary department has responsibility for:

   a. liaising with foreign government representatives and international agencies;

   b. facilitating the recruitment and entry into Canada of requested foreign relief workers, in collaboration with Citizenship and Immigration Canada;

   c. facilitating the entry into Canada of goods that are required in response to an emergency, in collaboration with Revenue Canada, Customs Border Services;

   d. providing advice and guidance to the National Support Centre concerning affected international agreements;

   e. facilitating the repatriation of foreign nationals affected by the disaster; and,

   f. receiving and responding to foreign government offers of assistance, subject to review of all offers and proposals by the Coordination and Operations Group of the National Support Centre.

Procurement

7. Public Works and Government Services Canada, as primary department has responsibility for contracting for and acquisition of required response material and services, through established commercial sources or existing federal stockpiles, where possible from the area closest to the emergency. This activity should take precedence over normal procurement.

Health & Social Services

8. Health Canada, as primary department has responsibility for facilitating and coordinating the acquisition and delivery of required health and social services resources, material and services, including those services and resources provided by Non-Governmental Organizations such as the Canadian Red Cross Society, St. John Ambulance and Salvation Army. This includes all support activities related to:

    - medical treatment
    - public health
    - emergency clothing
    - emergency food services
    - emergency lodging
    - registration and inquiry
    - personal services
    - stress counselling
    - reception and care of evacuees

9. Additionally, Health Canada is able to provide: health protection advice and laboratory services; environmental health services, including quarantine; native health advice; and, material from the National Medical Stockpile.

Financial

10. Finance Canada, as primary department has responsibility for:

    a. providing advice and recommendations to the Government on fiscal, monetary and policy options for limiting and financing the overall cost of federal operations;

    b. assessing, in collaboration with the Office of the Superintendent of Financial Institutions Canada, the Bank of Canada, the Canadian Bankers Association, the Canadian Securities Commission and the Insurance Bureau of Canada, the damage to the banking, investment and insurance industries; and, developing remedial strategies for the support or restoration of essential financial services to the public.

Public Order

11. The Solicitor General of Canada, as primary department for internal security has responsibility for supporting the local and provincial police authorities in maintaining or restoring law and order within the affected area. This Emergency Support Function will represent all aspects of federal law and order, including the use of Correctional Services

resources and the disposition and welfare of inmates of damaged or threatened federal correctional facilities.

Human Resources

12. Human Resources Development Canada, as primary department has responsibility for:

    a. coordinating the identification, recruitment, referral and potential training of skilled human resources to meet supply shortages or increased demands;

    b. determining, adjusting and expediting the payment of employment insurance, social security and other welfare benefits to affected workers and citizens; and

    c. providing advice and guidance to the National Support Centre and the Federal Coordination Officer on the deployment of emergency workers or volunteers into the disaster area, with respect to conditions of work and reasonable compensation.

Food and Agriculture

13. Agriculture and Agri-Food Canada, as primary department has responsibility for:

    a. facilitating and coordinating the acquisition and delivery of adequate supplies of food, feed and potable water, to sustain the people and all forms of domestic stock in the affected area;

    b. facilitating the coordination of livestock and poultry relocation or slaughter and carcass removal; and

    c. assessing damages to agriculture and agri-food industries and remedial options for repair or rationalization.

Hazardous Materials and Meteorology

14. Environment Canada, as primary department has responsibility for:

    a. providing scientific advice, information, measurements and forecasts relating to hazardous materials (HazMats) and meteorology to the National Support Centre and Federal Coordination Officer;

    b. providing specialized hazmat monitoring and mitigation equipment and technical support; and

c. augmenting emergency public warning and telecommunications networks through the Weatheradio/Weathercopy network.

Oceans and Fisheries Management

15. The Department of Fisheries and Oceans (DFO), as primary department will provide advice and recommendations as required to the National Support Centre and to the provincial response centre, and has responsibility for:

a. coordinating the assessment of major physical damage to Canadian oceans or fishing industries;

b. inspecting all food-fish, including aquaculture fish and fish products, for safety and wholesomeness for human or animal consumption;

c. assessing and mitigating the damaging effects of the emergency upon fish populations or fish habitats in Canadian fisheries waters that support commercial, subsistence and sport fisheries;

d. responding to ship source marine spills of hazardous material/pollutants;

e. supporting marine search and rescue alerting and providing crewed vessels for search and rescue operations under the coordination of the National Search and Rescue Program, plus other usage (eg. icebreaking) if applicable;

f. responding to the occurrence of vessel emergencies in Canadian navigable waters and waterways and Federal Small Craft Harbours and related facilities, in coordination with provincial, local and United States government authorities;

g. coordinating the emergency provision of food-fish in cooperation with Agriculture and Agri-Food Canada;

h. providing aids to navigation, vessel services, hydrographic and oceanographic information resources and data services in Canada including; navigational charts, sailing directions, current, tide and water level monitoring and related model simulations and predictions, formation on fishing gear in the water, resource and habitat sensitivity maps including seasonal spawning areas and aquaculture sites;

i. expediting the use of Department of Fisheries and Oceans telecommunications networks, where feasible; and

j. deploying Fishery Officers in support of emergency operations, where feasible.

Logistics Operations Management [7]

16. The Department of National Defence, as primary department has responsibility for the establishment and operation of the Logistics Operations Management System which will coordinate and control the collection and movement of required national resources into the designated disaster area.

    a. The Logistics Operations Management System should be based on a "pull system," [i.e. requirements are initiated by the affected province or the United States and then federal departments and other agencies react to meet these requests]. Logistics support will be based upon timely satisfaction of demands that may not always be the most economical means of support or resupply, although economy will be an important consideration in developing options and strategies. The logistics management system follows directly from the national support structure of the Plan as described in Figure 2.

    b. In the absence of telecommunications, full damage assessments, or initial reports, early materiel may move through the System on a "push" basis [i.e. materiel for obvious life-saving and mitigation purposes will be moved into the affected province from elsewhere in Canada as early as practicable]. This activity should commence during the early implementation stage of the Plan. Once telecommunications with the affected province and comprehensive assessments of need are available, the System will switch to a "pull" system.

    c. Potential staging areas should be identified early on, probably close to or at nodes of transportation, and equipped with existing materials' handling and storage capability. Potential advanced holding zones should be identified in the affected province, probably close to the disaster area at fully operational nodes of transportation equipped with existing materials' handling and storage capability. Potential distribution points must be identified in the disaster area, preferably with good vehicular, rail or shipping access, air field and communications. Whenever possible, these identifications should be done in consultation with the appropriate authorities from the affected province and municipalities or USA states.

    d. If the decision is made to evacuate injured or uninjured residents of the affected area, the handling and transportation will be in the reverse flow of requirements entering the province. Requests for evacuation are to be initiated by the provincial response centre to the National Support Centre through the Health and Social Services Emergency Support Function.

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[7] Should be read in conjunction with NSC SOP 12.

e. The immediate or anticipated requirements of materiel and personnel, and their priority for action, will be identified by the affected province or the United States.

f. Specifically the Logistics Operations Management System has responsibility for:

   i. establishing and operating the Logistics Management Centre and associated supporting elements;

   ii. establishing and operating the required Staging Areas;

   iii. establishing and operating the Advanced Holding Zones (in Canada);

   iv. advising on the establishment and operation by officials from the affected province or state of effective Distribution Points; and

   v. controlling and coordinating the movement of personnel, goods and other resources within the Logistics Management System in accordance with the direction of the National Support Centre and responsible provincial or state authorities.

ANNEX C - CAPABILITIES OF OTHER FEDERAL DEPARTMENTS/AGENCIES

1. In the event of the implementation plans derived from, or based on the National Support Plan, the following Federal departments and agencies will be responsible for carrying out the respective duties indicated in support of the national efforts to respond to the disaster:

Citizenship and Immigration Canada

2. Citizenship and Immigration Canada, in addition to its collateral responsibilities under the International Emergency Support Function, has the capacity to:

   a. establish procedures for the replacement of immigration-related documentation, such as Landed Immigrant Records, visas, etc; and

   b. in collaboration with the RCMP, CSIS and other police forces, implement procedures for the determination and detention of illegal immigrants, as appropriate.

Indian and Northern Affairs

3. Indian and Northern Affairs Canada has the capacity to provide advice and guidance to the National Support Centre and the provincial response centre on relief efforts on Indian lands and territorial lands in the Yukon and NorthWest Territories.

Industry Canada (Production)

4. Industry Canada (Industry) pursuant, or in addition, to its collateral responsibilities under the Engineering and Construction Resources, and Procurement Support Emergency Support Functions, has the capacity to:

   a. provide assistance and support to the Procurement Support Emergency Support Function, in locating and acquiring urgently needed industrial supplies, equipment and services, particularly from civilian or commercial alternatives not normally sourced by the federal government;

   b. provide federal and national resources to assist in the assessment of the damage to the industrial infrastructure;

   c. monitor and regulate industrial production, as necessary, to ensure the maximum availability of required goods and material; and,

   d. develop options and strategies to support industrial and economic recovery in the disaster area.

National Defence

5. The Canadian Forces have the capacity, in addition to the responsibilities outlined under the Logistics Operations Management Emergency Support Function, to perform three distinctly separate, but complementary, roles:

    a. provide available operational assistance to the civil authorities (i.e. through the Land Force Area Commander or the National Support Centre).

    b. provide assistance to other federal government departments and agencies as capabilities and commitments permit (i.e. as an Emergency Support Function-Office of Collateral Interest); and

    c. provide legal advice, through the staff of the Judge Advocate General, to the Canadian Forces with respect to support operation liabilities, and to Emergency Preparedness Canada with respect to invocation of the *Emergencies Act*, compensation payments and related ex gratia financial assistance to the affected province.

Revenue Canada

6. Customs and Trade Administration Branch will:

    a. facilitate, in collaboration with Citizenship and Immigration Canada and the Department of Foreign Affairs and International Trade, the entry into Canada of equipment and material accompanying requested foreign relief workers; and,

    b. facilitate the entry into Canada of requested foreign relief supplies.

Department of Justice [8]

7. The Department of Justice has the capacity to:

    a. provide legal advice to federal departments and agencies, at the national and regional levels, with respect to contemplated emergency operations and response measures;

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[8] To be read in conjunction with NSC SOP 9.

b. assist in the drafting of statutes, orders and regulations required to respond to an emergency, and ensuring their compliance with the Canadian Charter of Rights and Freedoms, human rights in general, and administrative and constitutional law principles; and,

c. conduct federal prosecutions and litigations against the Crown that might arise in relation to an emergency situation.

Canada Mortgage and Housing Corporation

8. Canada Mortgage and Housing Corporation (CMHC) will:

a. assist Health Canada in addressing Emergency Heath and Social Services emergency lodging responsibilities through the provision of available, vacant Corporation-owned property;

b. assist the Technical Advisory Group (TAG) and Public Works & Government Services Canada (PWGSC) in facilitating and coordinating engineering and construction requirements by identifying federal and national resources to assist in the assessment of damage to the housing sector;

c. review federal housing programmes to determine potential vehicles for assisting in recovery efforts; and,

d. assess the impact on the housing sector (immediate and longer term).

ANNEX D - AUTHORITIES

National Emergency

1. Depending on the nature, severity and extent of damage, the Governor in Council, following consultations with the Lieutenant Governor in Council of the affected province(s), may declare a national emergency, pursuant to Part I of the *Emergencies Act*. The circumstances must conform to the definition in the *Emergencies Act* of a "national emergency" as:

   "an urgent and critical situation of a temporary nature that:

   a. seriously endangers the lives, health or safety of Canadians and is of such proportions or nature as to exceed the capacity or authority of a province to deal with it, or

   b. seriously threatens the ability of the Government of Canada to preserve the sovereignty, security and territorial integrity of Canada

   and that cannot be effectively dealt with under any other law of Canada."

2. General procedures for the consultation between the Federal government and an affected province called for in section 14 (1) and (2) of the *Emergencies Act* have been described and agreed by the Council of Ministers of Emergency Preparedness.

3. Declaration of such an emergency would provide the Federal government with authority to make such orders and regulations as are necessary for dealing with the emergency, such as:

   a. the regulation or prohibition of travel to, from or within any specified area where necessary for the protection of the health or safety of individuals;

   b. the evacuation of persons and the removal of personal property from any specified area and the making of arrangements for the adequate care and protection thereof;

   c. the requisition, use or disposition of property;

   d. the authorization of or direction to any person, or any person of a class of persons, to render essential services of a type that person, or a person of that class, is competent to provide and the provision of reasonable compensation in respect of services so rendered;

   e. the regulation of the distribution and availability of essential goods, services and resources;

f. the authorization and making of emergency payments;

g. the establishment of emergency shelters and hospitals;

h. the assessment of damage to any works or undertakings and the repair, replacement or restoration thereof;

i. the assessment of damage to the environment and the elimination or alleviation of the damage.

Provincial Emergency

4. In the *Emergency Preparedness Act*, a "provincial emergency" means an emergency occurring in a province if the province or a local authority in the province has the primary responsibility for dealing with the emergency.

5. In the case of a "provincial emergency", federal departments and agencies will use their normal statutory authorities to implement their support arrangements as set out in this Plan.

Provincial Emergency of Concern to Federal Government

6. Section 9 (c) and (d) of the *Emergency Preparedness Act* provides for the federal government to declare a provincial emergency to be of concern to the federal government and authorizes the provision of assistance, including financial assistance, to that province.

Compendium of Other Federal Emergencies Authorities

7. **National Defence Act**, R.S.C. 1970, c.N-4

   a. Enables the Governor in Council to require the Armed Forces to render assistance in time of "natural disaster"; and

   b. enables a provincial Attorney General to requisition the armed forces "in aid of the civil power".

8. **Energy Supplies Emergency Act**, 1979, S.C. 1978-79 c.17

   a. Enables the Governor in Council to impose gasoline rationing or take other steps to conserve supplies and ensure adequate distribution in a national emergency caused by shortages or market disturbances in the supply of petroleum or petroleum products affecting the national security, welfare and economic stability of Canada.

9. **Broadcasting Act**, R.S.C., 1970, c.B-1, (s.18)

   a. Enables the Governor in Council to order the broadcasting of programs deemed to be of "urgent importance".

10. **Canada Elections Act**, R.S.C. 1970,

    a. Enables the Chief Electoral Officer to:

       i. extend voting laws if voting has to be suspended because of "accident, riot, or other emergency (s.14); and

       ii. postpone elections if by reason of flood, fire or other disaster, it is impracticable to carry [them] out" (s. 6).

11. **Expropriation Act**, R.S.C., 1970, c. 16 (1st Suppl.), (s.17(2))

    a. Empowers the Governor in Council to reduce or eliminate the normal procedures if possession by the Crown is "urgently required".

12. **Navigable Waters Protection Act**, R.S.C., 1970, c.N-19, (s.14)

    a Empowers the Minister [of Fisheries & Oceans] to remove or destroy any vessel or other things which obstruct or render navigation or the use of contiguous property more dangerous.

13. **Radiocommunication Act**, R.S.C., 1985, c.R-2, (s.5)

    a. Empowers the Minister of Industry to "ensure the orderly establishment or modification of radio stations and the orderly development and efficient operation of radiocommunications in Canada".

14. **Transportation of Dangerous Goods Act**, S.C., 1980-81, c.54, (s.17)

    a. Empowers authorized persons, in the event of an accident, to:

       i. Take "all reasonable measures consistent with public safety";
       ii. Grant access to any property

       in order to prevent or mitigate harm to life, property or the environment from spills and to protect such persons from civil or criminal liability.

15. **Canada Post Corporation Act**, S.C., 1980-81, c.54, (s.36)

    a. Empowers the Corporation, with the approval of the Minister, to take "such arrangements for transmitting mail in emergencies as, in its opinion, are necessary in the interests of the public".

16. **Immigration Act of Canada,** (S.19 (1) (j)

    a. Immigration Regulations permit the entry into Canada of persons who enter "for the purpose of rendering emergency medical or other services for the preservation of life or property".

17. **Customs Tariff, Excise Tax Act,** (s.2)

    a. The Goods for Emergency Use Remission Order grants remission of the customs duties payable under the Customs Tariff, and taxes, including the Goods and Services Tax, payable under the Excise Tax Act, on goods that are required for an emergency which are:

       (i) imported temporarily into Canada, or
       (ii) imported temporarily and are consumed or destroyed in responding to the emergency situation.

Other Accords/Arrangements

18. Memoranda of Understanding on Emergency Preparedness Between the Government of Canada and the Provincial Governments .

19. Agreement between the Government of Canada and the Government of the United States of America on Co-Operation in Comprehensive Civil Emergency Planning and Management, signed 28 April 1986.

ANNEX D, Appendix 1 - Federal Emergency Preparedness Legislative, Policy, Doctrinal and Procedural Documentation: An Overview

1. **Purpose:** To summarize the objectives and inter-relationships of the principal federal legislative, policy, doctrinal and procedural emergency preparedness documentation.

2. **Discussion:** Since the adoption of new federal emergency legislation in 1988, there has been a continuous revision and production of related documentation. While the overall objective of this activity has been to add definition to the emergency preparedness function, its very volume has tended to create, if only temporarily, the opposite effect and has sown some confusion as to the inter-relationships of its component parts. The following paragraphs will highlight each of the principal documents and attempt to establish a rational hierarchy and relationship between each.

3. Legislation: There are two pieces of general emergency legislation at the federal level. The first is the *Emergency Preparedness Act* which is enabling legislation that establishes the function as an activity of the federal government, prescribes the functions of the Minister Responsible for Emergency Preparedness, and charges all Ministers of the Crown with the identification of potential emergencies within their purviews and for the development of appropriate plans and for conducting testing of those plans.

4. The second is the *Emergencies Act*, contingency legislation that is invoked when specified conditions are met. The *Act* defines a "national emergency", prescribes four types of national emergency and contains the powers and limitations available to, and placed upon, the government for each type. The *Act* also contains provisions for compensation for those individuals or organizations that suffer loss as a result of invocation of the *Act*.

5. Policy: A Federal Policy for Emergencies, originally approved by Cabinet in 1980, was substantially updated in 1995 to reflect the 1988 legislative provisions and the significantly altered strategic context of the 1990's.

6. The 1995 Policy revision fulfils a number of objectives:

   - It states the overall aim of emergency preparedness within the federal government; and the principles upon which emergency preparedness is based in Canada;

   - it introduces the concept of a cooperative national approach to emergency preparedness, inter-departmental, inter-governmental, etc, and highlights the federal government's place within that cooperative community;

   - it expands on the role of Emergency Preparedness Canada;
   - it defines the lead Minister/Department concept;

- provides guidance for the continuity of constitutional government; and,

- details each federal department's responsibilities for the development and maintenance of civil emergency plans.

7. This final objective provides a direct linkage to the provisions of the *Emergency Preparedness Act* by giving detailed expansion to the general charge in the *Act* for Ministerial responsibility. It also provides a direct linkage to the *Emergencies Act*, by making specific reference to departmental responsibilities with respect to "national emergencies".

8. Doctrine: The Government Emergency Book (GEB) provides the doctrinal bridge between the objectives in the Policy and the implementation documents containing detailed arrangements (eg. plans and procedures). Its purpose "is to provide a conceptual framework to guide and coordinate the planning and response of the Government of Canada in relation to emergencies, and to provide operational guidance for those emergencies that may require federal Cabinet involvement."

9. The GEB provides a ready information source for Ministers, senior departmental officials, and emergency managers on the legislation, policy, organizational structures and practices that guide emergency preparedness at the federal level. The GEB places emergency management within the broader context of an overall government disaster management framework.

10. Finally, in recognition of the multi-faceted nature of most emergencies, the GEB extends the requirement for individual departmental emergency planning responsibilities into cooperative functional groupings called Emergency Functions. The GEB defines Emergency Functions as, "... general subject areas which group those actions that might be taken by a lead and a number of supporting departments or agencies in the event of an emergency affecting that area." The Emergency Functions displayed in the GEB reflect the Ministerial responsibilities contained in the *Emergency Preparedness Act*, and elaborated upon in the Policy, albeit in a restructured form for the purpose of better displaying functional interrelationships.

11. Departmental Emergency Books (DEB) are derivatives of the GEB and reflect the parent document with specific emphasis on the activities of a particular federal institution.

12. Plans and Procedures: Plans and procedures are the implementation documents which explain the detailed arrangements necessary to put into effect the doctrine described by the GEB in accordance with the Policy and within the framework of the legislation. Examples are the National Earthquake Support Plan for British Columbia (NESP), the Federal Nuclear Emergency Plan (FNEP) and the National Counter-Terrorism Plan (NCTP).

13. Following on the experience of CANATEX 2, a test and evaluation of the National Earthquake Support Plan (NESP), the National Support Plan is intended to provide a generic, standardized framework upon which the majority of federal plans and arrangements could be based.

14. This Plan is centred upon a National Support Centre which brings together federal decision makers, coordinators, technical experts and public information specialists into a single coordinated organism. The operational decisions of this body are put into force through Emergency Support Functions (ESFs), groupings of departments into functional areas each under the lead of one specified department. These ESFs have been established to permit an easy and recognizable inter-relationship with Provincial Ministries and United States organizations without encountering the nomenclature mis-matches that might occur if departmental/ministry names were used. Emergency Support Functions are essentially derivatives of the Emergency Functions found in the GEB. Whereas the latter focus on broad, national functional requirements, the ESFs are designed to meet the specific demands of an emergency and to focus on requirements generated by other levels of government or outside sources.

15. **Conclusion:** There is a hierarchy of federal emergency guidance documentation that descends from the federal emergency legislation, is given further definition in A Federal Policy for Emergencies, is conceptualized in the Government Emergency Book, and is "operationalized" in the National Support Plan and other plans and procedures. Each is linked through cross-reference and by a process of increased detail. Taken together they form a comprehensive and effective base for federal emergency preparedness.

16. These relationships are depicted graphically in the diagram on the following page.

IN EMERGENCY SITUATIONS

(Approved by Treasury Board, September 24, 1981 Authority Number: T.B. 778820)

1. To the extent possible, the following steps should be taken by financial officers and managers of programs related to emergencies before an emergency occurs. The steps should be completed at the onset of a declared emergency.

2. The steps are:

    a. identify and document the statutory, regulatory or other authorities under which emergency action is likely to be necessary;

    b. set up the expenditure control system to be used in an emergency, if different from that normally in use, including delegation of authority, signing powers, financial codings and accounts; and

    c. set up an operational log or other form of record of events and actions, including expenditures of resources (dollars and person-years), suitable for use as evidence if needed in a court of law (in case all financial expenditures might be recoverable through legal action).

3. In the event that an emergency creates extraordinary expenditures, the department or agency should prepare a submission to the Treasury Board seeking authority to include an item in the next Supplementary Estimates, or in Main Estimates. The submission should identify the expenditures made in the course of the emergency and related directly to it, under such categories as the following:

    a. salaries, wages and related costs for personnel (including members of the Canadian Forces Reserve) engaged specifically and exclusively to deal with the emergency;

    b. other operating expenditures (including material, supplies, services, rentals, transportation and legal costs) that would not have been incurred except for the emergency; and

    c. contracts for construction, repair and demolition of temporary facilities and for repair of damages to regular facilities incurred as a direct result of the emergency.

4. The submission should also provide information on the effect of the emergency on ongoing programs, in terms of temporary reallocation of funds and person-years. Assessment should be provided of the effects of the reallocation for normal program activities.

5. Information and instructions on how to make a submission to the Treasury Board for supplementary resources are contained in the Treasury Board Submissions Manual. Instructions are provided for cases in which a temporary advance might be required from the Treasury Board's Vote 5 (Contingencies), pending parliamentary approval of Supplementary Estimates.

ANNEX F - FEDERAL DONATIONS POLICY (Draft)

1. Society's urge to help the victims of any significant disaster is manifest in many ways, but particularly by the wish to give gratuitously - to donate materiel, services or funds. Such donations can materially reduce the cost to the public of responding to emergency situations. Conversely, if adequate arrangements are not made, the response and recovery effort can actually be hindered. Appropriate mechanisms for handling donations must therefore be in place before the on-set of an emergency.

2. Provinces and territories have the primary responsibility for the safety and well-being of their citizens. The federal government acts in support of provincial and territorial efforts to deal with public welfare and public order-type emergencies. Consequently, federal actions in this regard - including with respect to handling donations - must recognize provincial and territorial primacy.

Aim

3. To state the federal policy with respect to handling donations proffered following a disaster which has occurred anywhere in Canada and which demands the involvement of the federal government in supporting the provincial or territorial authorities in their response and remedial activities.

Policy

4. In general:

    a. money is the preferred form of donation;

    b. offers of materiel or personal services are potentially valuable and should be accepted and catalogued for future reference; and

    c. individuals or groups in Canada and abroad should be discouraged from sending unsolicited donations of materiel and from making their way to the area of the emergency to "help out".

5. The Canadian public should be advised of how and what to donate, beginning as soon as possible after the onset of an emergency.

6. Arrangements should be made with the Canadian national headquarters of major charitable and humanitarian service organizations to permit access to information concerning donated resources by the National Support Centre so that those resources may be used to satisfy requirements identified by the affected province or territory.

7. It is assumed that provinces and territories will be responsible, as part of their emergency program planning, to make arrangements with respect to receipt, storage, and cataloguing of donations and of offers of donation. Charitable and humanitarian agencies and service clubs may be engaged as primary coordinators.

8. It is assumed that provinces and territories will be responsible to provide information to their populations concerning what to donate and how, in the aftermath of a serious emergency.

Implementation

9. Provincial/territorial emergency response planners should be encouraged to address their respective procedures for handling donations, including interfaces with non-governmental humanitarian aid and service agencies.

10. Officials of government at all levels in Canada and Canadian posts abroad and NGOs will need to be made aware of the federal Policy and of the procedures at the federal level for dealing with offers of donations or unsolicited donations. Awareness can be fostered by distribution of this document and its attachment as an Annex to the National Support Planning Framework document, and by including appropriate events in emergency response exercises.

11. The general public in Canada will need to be advised about what to do with respect to making donations, from the beginning of the emergency. The following would be important inclusions in all public information announcements concerning the occurrence of a disaster in Canada:

    a. Individuals and organizations should be advised not to send donated materiel - either to the area of the disaster or to any aid agency - nor to travel to the disaster area, without clearance from the provincial/territorial emergency response organization or the National Support Centre;

b. Individuals or groups wishing to help are encouraged to donate money (rather than materiel or personal services);

c. Donated funds may be deposited to an account established by the affected province/territory with a Canadian chartered bank in the name of **.** (TBA), or alternatively, may be directed to the private volunteer organization of choice (Red Cross, St John's Ambulance, Salvation Army or to some other public service or humanitarian organization); and

d. Individuals or organizations wishing to offer materiel or personal services should be advised to contact: the nearest provincial/territorial emergency measures organization; the nearest EPC Regional Director; the nearest office of the Red Cross, St John's Ambulance or Salvation Army; or, for those outside of Canada, the nearest Canadian post abroad.

12. While every effort will be made to prevent the shipment within Canada, or into Canada from abroad (including the US), of unsolicited donations of materiel, it is probably inevitable that some will get through. (It should be noted that Revenue Canada cannot prevent the entry into Canada of material being sent to the area of a disaster, regardless of the fact that the donations are unsolicited or even unwanted.) Such materiel will:

a. not be sent to the affected province/territory (or in the case of materiel received at a location abroad, to Canada), unless requested by the provincial/territorial emergency response organization or the National Support Centre; and

b. be catalogued, stored, used if possible, and eventually disposed of.

13. Every effort will also be made to discourage the flow to the affected province /territory of personnel wishing to provide their services without prior authorization from agencies involved in response or recovery efforts.

14. Acknowledgement of donations will be the responsibility of the organizations receiving them. Similarly, these same organizations will be responsible for the management of donated funds and materiel not used in the response and recovery effort.

ANNEX F, Appendix 1- Federal Responsibilities Under the Donations Policy

Revenue Canada

- To facilitate entry into Canada of materiel which has been requested by provincial authorities, non-governmental humanitarian and service organizations or the National Support Centre.

Citizenship and Immigration Canada

- To the extent possible, prevent entry into Canada of persons wishing to travel to the disaster area to volunteer as workers in the response and relief effort, without authorization from the National Support Centre.

- To facilitate entry into Canada of persons whose services have been requested by provincial authorities, non-governmental humanitarian and service organizations or the National Support Centre.

Department of Foreign Affairs and International Trade

- in response to query, provide advice to Canadians abroad and to officials and residents of other countries to the effect that:

- funds are the preferred donation, and that they may be directed to a special account established in a Canadian chartered bank in the name of **.** (TBA), or to the Canadian chapter of volunteer organizations such as the Red Cross, St John's Ambulance, Salvation Army or another public service or humanitarian organization;

- donations of materiel should not be sent to Canada without clearance from the National Support Centre;

- persons should not travel to Canada without clearance from the National Support Centre;

- assist in preventing shipment to Canada of materiel destined for the disaster area without authorization from the National Support Centre;

- to seek to dissuade persons from travelling to Canada to assist with the response and recovery effort without authorization from the National Support Centre; and

- to assist in facilitating entry into Canada of materiel and persons which have been requested from off-shore by the National Support Centre.

Emergency Preparedness Canada

- To promote awareness of the federal policy and procedures by:

- distributing this policy document to federal departments and agencies - in particular those with specific responsibilities under this policy, and to Emergency Preparedness Canada Regional Directors;

- distributing this policy document to provincial/territorial EMOs;
- including events in emergency preparedness exercises which engender consideration of donations policy and procedures;
- To develop the capability to disseminate public service announcements to advise Canadians about what to do with respect to donations of money, materiel or personal services, beginning as soon as possible after the occurrence of an emergency;
- To promote the establishment by provincial/territorial Emergency Measures Organizations of arrangements with the chartered banks to be able quickly to establish a special account to which donated funds could be deposited;
- To promote the establishment by provincial/territorial Emergency Measures Organizations of arrangements for the handling of donations;
- To make arrangements with the Canadian national headquarters of major national humanitarian and service organizations (for example, Red Cross, Salvation Army, St John's Ambulance, Mennonite Disaster Service) for National Support Centre access to information concerning donated resources held by those organizations.

Canada Post

- To the extent possible, prevent shipment by mail within Canada of materiel being sent to the area of the disaster, without authorization from the National Support Centre.

DND Logistics Operations Management System

- To refuse to allow donated materiel or volunteers to be entered into the logistics system without authorization from the National Support Centre.

Emergency Support Function Departments

- To be aware of this policy;
- when requested by the national support Centre, to assist in providing warehousing for donated materiel at appropriate locations in Canada.

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PART 2

INTRODUCTION

1. Part 2 of the National Support Plan is intended to provide the reader with detailed information on the organisation, role, functions and responsibilities of the following Emergency Support Functions:

Agriculture and Agri-Food
Engineering and Construction Resources
Financial
Fisheries and Oceans Management
Hazardous Materials
Health and Social Services
Heavy Urban Search and Rescue
Human Resources
International
Logistics Operations Management System
Meteorology
Procurement
Public Order/Protection of the Public
Telecommunications
Transportation

2. This information is provided to foster greater inter- and intra-sectoral understanding and hence an enhanced ability for departments and agencies involved in a federal response to co-ordinate their efforts to meet the demands of any emergency, when the National support Centre is activated.

3. Notwithstanding the relatively detailed nature of each Emergency Support Function entry, it is expected that each department, whether with primary responsibility for an Emergency Support Function or in a collateral role, will maintain its own Standing Operating Procedures to permit implementation of its functions and responsibilities. In addition, each department is expected to make appropriate arrangements to staff its participation in the National Support Plan and to ensure that designated personnel are familiar with the contents of Parts 1 and 2 of the Plan and with all applicable Standing Operating Procedures.

4. Wherever possible, a standard format has been used to describe each Emergency Support Function. However, the varied nature of the resource and service sectors covered does not always make this practicable and a different format has been necessary in some cases.

5. Emergency Support Function primary departments are responsible for ensuring that their entry in this document is up-to- date and a true reflection of the current situation. All amendments should be provided to the Office of Critical Infrastructure Protection and Emergency Preparedness for entry and promulgation.

EMERGENCY SUPPORT FUNCTION: AGRICULTURE AND AGRI-FOOD

Primary Departments: Agriculture and Agri-Food Canada
Canadian Food Inspection Agency

Support Departments:

Canada Customs and Revenue Agency
Department of National Defence
Environment Canada
Fisheries and Oceans Canada
Foreign Affairs and International Trade
Health Canada
Human Resources Development Canada
Natural Resources Canada
Transport Canada

INTRODUCTION:

General

The Food and Agriculture Emergency Response System (FAERS) was developed to provide an emergency management framework linking the federal, provincial/territories, international and private sectors in a response to emergencies affecting the agri-food sector.

Objectives

The objectives of Food and Agriculture Emergency Response System are:

- to respond to mandated emergencies;
- to provide support to provincial/territorial and international partners in responding to emergencies; and
- to mobilize the Agri-Food resources of the federal, provincial, international and private sectors in a combined effort to mitigate the effects of an emergency.

Scope

Food and Agriculture Emergency Response System provides a framework to manage emergencies impacting the Agri-Food Sector. The system is designed to be activated for those emergencies that exceed the lead agency's capacity to deal with the situation and when support to the response effort is needed from other federal, provincial and private sector stakeholders. Food and Agriculture Emergency Response System could be activated for domestic food and agriculture emergencies, including situations involving food safety, animal health and plant health, or emergencies occurring in other countries where international organizations request support.

PLANNING ASSUMPTIONS:

- The Food and Agriculture Emergency Response System will complement provincial/territorial emergency plans;
- Some of the agri-food sector will survive the catastrophe;
- The status of regional resources will be unknown in the first hours following a catastrophic event; and
- The initial assessment will likely be provided by provincial/territorial authorities.

POLICY AND LEGISLATION:

In accordance with the Emergency Preparedness Act (1988), Agriculture and Agri-Food Canada (AAFC) and the Canadian Food Inspection Agency (CFIA) have jointly established Food and Agriculture Emergency Response System. In addition to the applicable emergency management legislation, the following acts and regulations have implications for the AAFC portfolio's emergency preparedness and response capabilities.

- Agriculture Marketing Programs Act;
- Animal Pedigree Act;
- Canada Agriculture Products Act and Regulations;
- Canada Grain Act;
- Canadian Dairy Commission Act;
- Canadian Food Inspection Agency Act;
- Constitution Act;
- Consumer Packaging and Labeling Act and Regulations;
- Department of Agriculture and Agri-Food Act;
- Experimental Farm Stations Act;
- Farm Credit Corporation Act;
- Farm Debt Mediation Act;
- Farm Improvement and Marketing Cooperatives Loans Act;
- Farm Improvement Loans Act;
- Farm Income Protection Act;
- Farm Products Agencies Act;
- Feeds Act and Regulations;
- Fertilizers Act and Regulations;
- Fish Inspection Act and Regulations;
- Food and Drug Act and Regulations;
- Health of Animals Act and Regulations;
- Meat Inspection Act and Regulations;
- Plant Breeders' Rights Act and Regulations;
- Plant Protection Act and Regulations; and
- Seeds Act and Regulations.

CONCEPT OF OPERATIONS:

Co-ordination

For mandated emergencies (i.e. food safety, animal health and plant health), the Canadian Food Inspection Agency assumes the lead role in responding to the situation. The Food and Agriculture Emergency Response System co-ordinator for Agriculture and Agri-Food Canada (AAFC) is the Assistant Deputy Minister, Corporate Management Branch and the Food and Agriculture Emergency Response System co-ordinator for the Canadian Food Inspection Agency (CFIA) is the Vice President of Operations. Upon notification of a non-mandated emergency, the Food and Agriculture Emergency Response System co-ordinator of AAFC and the Food and Agriculture Emergency Response System co-ordinator of CFIA will jointly determine which of the two organizations will lead the federal agriculture portfolio in supporting a province in an emergency.

The lead organization will assign designated staff to the National Support Centre, the provincial department of agriculture's Emergency Operations Centre and\or the provincial office of emergency management.

Alert/Notification

AAFC has a designated Departmental Emergency Management Co-ordinator. The Departmental Emergency Management Co-ordinator provides a single window (intra/interdepartmental) for contacting and alerting the Department to potential or actual emergencies on a 24 hour/7 day basis. Upon notification of an emergency, he/she would activate predetermined emergency alert procedures to notify all affected Agri-Food stakeholders.

RESOURCES:

The resource requirements (budget, personnel, equipment etc.) are contingent upon the nature and severity of the emergency and will be assessed as the emergency evolves. Under extreme circumstances, all national Agri-Food Sector resources could be mobilized under the direction of the federal Minister of Agriculture in a common effort to effectively control the situation. Agriculture and Agri-Food Canada and Canadian Food Inspection Agency staff may be requested to work in other departmental or Agency locations as well as at the National Support Centre and provincial/territory Emergency Operations Centres.

RESPONSIBILITIES: PRIMARY DEPARTMENT

- assist provincial/territorial governments in securing safe food and water, and agricultural commodities such as animal feed, to affected areas through liaison with other government and non-government organizations;

- assist provincial/territorial governments with the re-location of animals and carcass disposal;

- facilitate the acquisition, allocation and distribution of essential resources (i.e. fuel, spare parts for machinery and equipment) and food products to producers, processors and distributors;

- advise and assist, through financial means, producers, processors and distributors in mitigating the impact of financial losses due to market instability, property damage, etc.; this includes establishing and administering food, commodity and feed prices;
- in each province, provide regional co-ordination and linkage with the provincial government, the Office of Critical Infrastructure Protection and Emergency Preparedness, and other federal departments;
- provide research assistance and technical advice to the Agri-food Sector to mitigate impacts such as contamination of land, water supplies, crops, livestock, feed and whole or processed foodstuffs; severe climatic conditions; livestock or crop diseases; and plant pest infestation;
- to test food, animals and plants for health and safety;
- preserve genetic resources for crops and livestock and vital genetic assets located at Branch establishments;
- provide advice and assistance to the Agri-food Sector for protection of base seed and breeding stock.;
- provide advice and/or develop emergency financial programs that will mitigate the effects of an emergency;
- develop policy on International Programs, food aid, exports, imports and other related areas;
- develop policy on environmental sustainability; and
- provide economic and market analysis.

RESPONSIBILITIES: SUPPORT DEPARTMENTS

To be developed.

EMERGENCY SUPPORT FUNCTION: ENGINEERING AND CONSTRUCTION RESOURCES

Primary Department: Public Works and Government Services Canada

Support Departments:

Department of National Defence
Environment Canada
Human Resources Development Canada
Natural Resources Canada
Transport Canada

INTRODUCTION

General: In a catastrophic public welfare emergency, by definition, the response will be beyond the capability of the province(s)/territory(ies) affected.

Purpose: The purpose of this Emergency Support Function is to:

a. facilitate and co-ordinate the acquisition and delivery of specialist personnel having engineering and construction expertise; and

b. facilitate and co-ordinate the acquisition and delivery of emergency engineering, construction, demolition and debris removal contracts, construction equipment, and construction materiel.

Scope: This Emergency Support function applies to all federal departments and agencies, including crown corporations, with engineering and construction resources which may be required to respond to a request from a province or territory for engineering and construction resource assistance. It also applies to any private sector engineering and construction resources engaged by PWGSC to fulfil the requests.

ASSUMPTIONS

Some elements of the PWGSC regional organisation in whose geographical territory the catastrophic emergency occurs will survive. These elements will be dedicated, in the first instance, to recovering the PWGSC operations in the affected area and, in the second instance, to assisting other federal government departments with their recovery operations. Only coincidentally will they be involved in providing support to the province/territory.

Anticipated types of requests include: removal of debris, demolition of structures, initial repairs to stabilise structures, constructing temporary facilities, engineering assistance for damage assessment, prioritising of repairs and other similar tasks. It is difficult to establish the anticipated scope of the requests but it is believed the predominant work will be the management and co-ordination of private sector and in-house engineering and contractor services. As the resources in the affected area (municipality and province) are assumed to already be engaged by the province the private sector and in-house resources referred to above will be national or international resources from outside the affected province.

Initially the means of communication with the affected area will be very limited, perhaps only one or two MSAT telephone links. These limited links will necessitate having most communications with the region flow through the Emergency Operations Co-ordination Centre.

POLICY AND LEGISLATION

It is the policy of Public Works and Government Services Canada to develop and test emergency support plans for all types of emergencies. This policy is in accordance with the *Emergency Preparedness Act* of 1988, the Federal Policy for Emergencies, Deputy Minister Directive 001 - Emergency Preparedness Policy for PWGSC, and the Departmental Emergency Book.

CONCEPT OF OPERATIONS

Co-ordination: In a large scale emergency the Deputy Minister would declare a crisis and invoke the Crisis Response Co-ordination Plan as described in the Departmental Emergency Book. Under this plan the Departmental Crisis Response Co-ordinator (ADM Real Property Services) would assemble the Departmental Crisis Response Group and activate the EOCC to provide overall co-ordination of the departmental response.

The DG Architecture & Engineering Services is responsible for the Emergency Support Function for Engineering and Construction Resources. Depending on the anticipated tasking, one of the Director of Project Management, the Director of Civil Engineering or the Director of Buildings will be appointed as the Co-ordinator for the Emergency Support Function.

The Emergency Support Function Co-ordinator will assign appropriate in-house personnel from Headquarters or non-affected regions to the Federal Support Team in the affected province/territory to provide Emergency Support Function advice and assistance to the Federal Co-ordinating Officer.

Alert/Notification: On behalf of the Departmental Crisis Response Co-ordinator the Director of Corporate Security and Emergency Preparedness provides a single window point of contact for alerting the department in the case of an actual or potential catastrophic emergency. Upon receipt of notification from OCIPEP, the Director Corporate Security and Emergency Preparedness will initiate the departmental notification procedures.

Information Flow: The National Support Plan depicts a joint federal/provincial co-ordination centre at which provincial and federal officials will co-ordinate assistance. Any request for support will originate with the provincial government, where the responsible official will determine the quantity and priority of the request and pass it to the Federal Co-ordinating Officer and his Federal Support Team.

The Federal Co-ordinating Officer will assign a unique control number to the request and forward it to the National Support Centre.

The National Support Centre will forward the request to the department or agency responsible for the appropriate Emergency Support Function. If it is a request for engineering or construction resources. it will be passed to PWGSC.

The request will enter the Department through the Emergency Operations Co-ordination Centre where it will be logged for monitoring purposes and then forwarded to the Co-ordinator for the Emergency Support Function for Engineering and Construction Resources.

This Emergency Support Function Co-ordinator will arrange for the requested support to be provided and inform the Emergency Operations Co-ordination Centre when arrangements are complete and the request has been filled.

The Emergency Operations Co-ordination Centre will, in turn, inform the National Support Centre which will close the loop by informing the Federal Co-ordination Officer of the status of the request.

RESOURCES

The resources requirements (money, personnel, equipment and facilities) committed to the response will be contingent on the severity and nature of the emergency and will evolve with the understanding of the impact and the demands placed upon the department. PWGSC personnel are committed, as part of the National Support Plan, to assist OCIPEP at the Headquarters and Regional levels. Federal staff may also be directly employed in support of the province at the site of the emergency.

RESPONSIBILITIES: PRIMARY DEPARTMENT

Supplying engineering assistance for damage assessment, prioritising repairs and immediate repairs, including project management.

Supplying construction contracts for demolition, debris removal, initial repairs, and building stabilisation, including contract supervision.

Supplying specific construction resources, such as special heavy equipment.

RESPONSIBILITIES: SUPPORT DEPARTMENTS

Human Resources Development Canada

When requested by the Emergency Support Function Co-ordinator, supplying information on the location and availability of personnel with expertise in engineering or construction.

Other Support Departments

When requested by the ESF Co-ordinator, supplying available in-house personnel with engineering or construction expertise for employment in direct support of the affected province at the site of the emergency.

EMERGENCY SUPPORT FUNCTION: FINANCIAL

Primary Department: Finance Canada

1. With respect to civil emergency preparedness in general, the department is responsible for developing and maintaining civil emergency plans for:

   a. the recommendation to the Governor in Council, in collaboration with the Treasury Board Secretariat, of priorities for allocating economic and financial resources among competing demands;

   b. the continuous payment of pensions, annuities, bond interests, and all other transfer payments not assigned for payment by other departments; and

   c. the development and implementation of policies, programs, and regulations, in respect of damage claims and insurance and reparations payments (lead role).

2. With respect to preparedness to deal with national emergencies in particular, the department is also responsible for developing and maintaining civil emergency plans for:

   a. financing of costs of proposed emergency measures, including the imposition of emergency taxes, financial moratoria and other fiscal measures (lead role);

   b. the provision of advice to the Governor in Council on price and wage control policies; and

   c. the control of the Canadian rate of exchange as required (lead role).

EMERGENCY SUPPORT FUNCTION: FISHERIES AND OCEANS MANAGEMENT

Primary Department: Fisheries and Oceans

Collateral Departments/Agencies/Organisations

Canadian Coast Guard Auxiliary
Canadian Food Inspection Agency
Civil Air Search and Rescue Association
Department of National Defence
Environment Canada
Indian and Northern Affairs
National Energy Board
Natural Resources Canada
Port Authorities
Private Response Organisations (marine spills)
Provincial Authorities
Royal Canadian Mounted Police
St. Lawrence Seaway Authority
Transport Canada

INTRODUCTION

General

Fisheries and Oceans Canada, and in particular the Canadian Coast Guard (CCG), has developed plans to deal with major/catastrophic incidents, involving marine spills and marine search and rescue, for which the department has the lead under Departmental Planning Responsibilities for Emergency Preparedness. Fisheries and Oceans Canada is also prepared to: monitor and direct shipping traffic as required in the event of a catastrophe; to maintain marine communications and traffic services, navigation services, and icebreaking services; to conduct necessary scientific activity regarding hydrographic services, marine life resources and habitats; and to control fishing activities.

Fisheries and Oceans Canada, both materiel and personnel, will be available, as appropriate, to assist the response to emergencies led by other federal, provincial or territorial authorities, as was done in the Manitoba flooding of 1997 and the ice storm of 1998.

Purpose

The purpose of this section is to outline the department's concept of operations for dealing with emergencies generally, and to provide some detail on the marine spill and search and rescue plans.

Scope

This emergency support function includes those areas for which Fisheries and Oceans Canada the lead role and also addresses primary supporting organisations such as Department of National Defence, Environment Canada, and Transport Canada.

ASSUMPTIONS

Some elements of Fisheries and Oceans Canada CCG Regional resources will remain able to operate in an area subject to a major emergency or disaster. Resources will generally be available in other Fisheries and Oceans Canada regions - which are: Newfoundland; Maritimes; Laurentian; Central and Arctic; Pacific. Communications with, and transport to, the area will likely be affected to some extent. The main Fisheries and Oceans Canada responsibility is to ensure ability to maintain mission-critical departmental functions, although in extreme cases overall disaster response priorities may take precedence.

Fisheries and Oceans Canada assets are likely to be called on to help other federal, territorial, provincial or municipal authorities. In fact this may well be their main role after Fisheries and Oceans Canada functions and services are restored for use in areas of lead responsibility.

Provincial authorities will retain lead responsibility in most emergencies. Fisheries and Oceans Canada regions will liaise with them, and OCIPEP regional representatives/Federal Co-ordination Officers, as appropriate to determine the most effective Fisheries and Oceans Canada local assistance.

POLICY AND LEGISLATION

Arctic Waters Pollution Prevention Act
Canada Shipping Act
Emergencies Act
Emergency Preparedness Act
Fisheries Act
Navigable Waters Protection Act
Oceans Act

CONCEPT OF OPERATIONS

Co-ordination

Each Fisheries and Oceans Canada region and sector is responsible for participating as required in the departmental response to a major emergency, along the lines described below.

In an actual emergency a departmental CONTROL AUTHORITY will be established. Depending on the nature of Fisheries and Oceans Canada involvement, the geographic scope, and the severity of the emergency, this will be the DM, the relevant ADM, or Regional Director General. The Minister will be briefed by the Control Authority and a Fisheries and Oceans Canada spokesperson will be selected by the Control Authority. Further direction and management will be assumed by the Control Authority unless the minister assumes personal control.

In the event of a national emergency, or an emergency of significant magnitude for which Fisheries and Oceans Canada is the lead federal agency, a departmental policy committee of executive managers--the National Emergency Management Committee--would be established and chaired by the DM. The corporate operational response will be run by a working group--the National Emergency Working Group--chaired by the appropriate ADM as designated by the DM. Involved regions will form similar management teams as deemed necessary by the Regional Director General.

Depending on the nature of an emergency, Fisheries and Oceans Canada will participate in the co-ordination and management of the federal government response through the interdepartmental National Support Centre at OCIPEP HQ in Ottawa, as specified under the National Support Plan. If appropriate, Fisheries and Oceans Canada will be the lead agency. Regions will familiarise themselves with provincial emergency planning and response mechanisms in order to be able to assist in the most efficient and effective way. Ongoing liaison with OCIPEP regional offices is also essential.

Alert/Notification

Upon notification by OCIPEP or other sources of an emergency, the departmental Emergency Preparedness Program will take necessary action to alert relevant Sector/Regions and senior personnel. The CCG Communications and Operations Centre at headquarters can provide operational and communications support for Fisheries and Oceans Canada requirements. Normally the Centre is operational from 0700 to 1900 seven days/week, with personnel on standby and accessible during quiet hours. The Centre can move to full 24/7 operations.

RESOURCES:

Assets (money, personnel, equipment, facilities) committed to response will depend on the nature and severity of the emergency, and will be adjusted as the situation develops. Amongst major Fisheries and Oceans Canada assets that could be utilised are vessels, fixed-wing aircraft and helicopters. Fisheries and Oceans Canada personnel can be used, according to availability, in support of operations of other departments or levels of government. Fisheries and Oceans Canada personnel, as part of the National Support Plan, may help OCIPEP at the headquarters or regional level.

RESPONSIBILITIES:

Emergency Response (Marine Spills Contingency Plan-National Contingency Chapter)

The CCG has lead agency responsibility for ensuring responses to ship-source spills, mystery spills, and ship-source pollution incidents that occur as a result of loading or unloading to or from ships at oil handling facilities in waters of Canadian interest. The polluter is expected to respond to incidents, while the CCG will monitor and, whenever necessary, augment or assume management of the response when in the public interest. The CCG also assists other federal, provincial, territorial or local agencies.

Environment Canada is recognised by the CCG as the federal authority for environmental advice during a pollution incident. Environment Canada normally chairs the Regional Environmental Emergency Team that provides consolidated environmental advice during response operations.

Fisheries and Oceans Canada, as a Regional Environmental Emergency Team participant itself, provides scientific and operational advice respecting location of critical fisheries resources and their habitat, timing and location of fishing activities, oceanographic information, support in spill tracking and trajectory modelling, and priorities for environmental protection related to fisheries.

Private Response Organisations supply resources and trained personnel identified in response plans for which they have received certification; they provide the bulk of private sector oil pollution incident response.

Transport Canada is responsible for on-board investigation of ship-source pollution events and provides technical expertise regarding the ship and its on-board activities that can mitigate ship-source spills.

The National Response Team system is made up of headquarters and regional personnel and resources, and the National Response Team Co-ordinator from headquarters. The National Response Team provides a Federal Monitoring Officer or an On-scene Commander for purpose respectively of monitoring or managing the response to pollution incidents where the CCG is lead agency. CCG may also use the National Response Team system when acting as a resource agency. With the Environmental Response Branch at CCG there is a cadre of personnel from HQ and regions that make up the bulk of the National Response Team. Responsibility for ensuring the National Response Team system is prepared and able to respond rests with the Director, Environmental Response.

An essential premise of the National Response Team system is the cascading of pollution countermeasures equipment and other resources from unaffected regions or other countries to augment or support a response (e.g. according to the Canada-US Joint Marine Pollution Contingency Plan). CCG equipment is stationed at 63 sites across Canada with trained CCG responders at 13 depots. Private response organisations equipment is at 15 depots.

The polluter is responsible for the management of the response, with private response organisations providing the actual operational capability; CCG monitors and oversees such operations.

The CCG will assume the role of On-scene Commander when it has been determined that the polluter is unable or unwilling to manage the response, or when the polluter, having reached the limits of liability, declines to continue management of the response.

CCG also deals with spills beyond private response organisation capabilities, offshore spills, and spills north of 60 degrees.

To provide an operational response the National Response Team system is designed to ensure the CCG On-scene Commander has the necessary support and resources. The National Response Team consists of:

- an incident command team to support the On-scene Commander;
- a regional support team to support and augment the CCG On-scene Commander and incident command team; and
- a National Response Team Co-ordinator to facilitate the augmenting of the regional response.

A National Marine Spill Response Exercise Program has been developed and is being refined.

CCG regional geographic areas of responsibility have their own Regional Contingency Chapter that translated policy direction into operational measures appropriate to that geographic area.

A Marine Chemical Emergency Response Regime is under development that will further define roles and responsibilities of government and the private sector in that connection.

Marine Search and Rescue (Major Marine Disaster Search and Rescue Contingency Plan)

In 1986 the federal government directed the establishment of a National Search and Rescue Program. The National Search and Rescue Program is a co-operative effort by federal, provincial and municipal governments, along with private Search and Rescue organisations. Primary responsibility for provision of federal marine Search and Rescue services rest with the CCG; the Canadian Forces furnish the air element. CCG personnel work alongside the Canadian Forces at the three Rescue Co-ordination Centres at Halifax, Trenton and Victoria, and CCG also maintains Marine Rescue Centres at St. John's and Quebec City.

The Canadian area of responsibility for marine search and rescue is defined under International Maritime Organisation agreements, and includes the Canadian waters of the Great Lakes and the St. Lawrence River system.

The federal government may be required to respond under extremely unfavourable weather and sea conditions to a marine disaster of such magnitude that augmentation of the normal Search and Rescue system becomes necessary. Examples are mass evacuation of an oil rig or rescue of survivors of a large passenger vessel in difficulty.

There is no fundamental distinction between a major maritime disaster and other marine distress incidents except in scale and thus the scope of the response required. While the Search and Rescue system is capable of providing adequate response to most incidents, at some point however a marine distress could escalate to such a degree that vital support from other agencies is needed.

Because of the divers nature of marine activity in the various Search and Rescue Regions it is not possible to prepare a single, detailed national plan for response to major marine disasters. This plan is therefore general in nature; each Search and Rescue Regions develops its own more specific regional contingency plans. The Search and Rescue Regions commander shall command a major maritime disaster Search and Rescue response; he will normally appoint a search master. The search master shall be responsible for the co-ordination of the incident until its termination. The search master shall normally report to the Search and Rescue Regions commander through the Officer in charge, Rescue Co-ordination Centre.

Speed and flexibility of response are essential. Primary Search and Rescue resources and vessels of opportunity can be expected to provide the initial response. Depending on the nature and magnitude of the incident, augmentation of these resources from other sources may be required. Such response must be pre-planned and be included in the plan in the form of single points of contact, agreed upon tasking/communications procedures, and capabilities.

A major marine disaster will likely require help from agencies not normally part of the Search and Rescue system. The plan shall identify such agencies in the Search and Rescue Regions and reflect the development of liaison and agreements with them.

If a major marine disaster involves a large number of survivors, the requirement to set up one or more casualty reception points may arise. From there casualties will normally be turned over to the appropriate medical authorities; this may necessitate further Search and Rescue support in the form of aeromedical evacuation.

When it becomes apparent that a major marine incident is happening, on-duty personnel will call in additional personnel to meet the requirements of the search mission co-ordinator organisation until a search master is appointed. The search master, along with appropriate staff, may be detached from the Rescue Co-ordination Centre to a more suitable location for which to co-ordinate the extraordinary response that may be called for.

Response to major marine disasters will be supported initially by the normal Search and Rescue system. As requirements become known that system will be supported by all available and suitable agencies and resources. As in other Search and Rescue incidents Canadian Forces commands and Fisheries and Oceans Canada regions may be requested to furnish additional primary or secondary Search and Rescue resources.

All federal departments, by government direction, are committed to respond to marine Search and Rescue incidents when available and capable. The Search and Rescue Region commander shall ensure current lists of key personnel in relevant federal and provincial agencies are available to Rescue Co-ordination Centre controllers. Resources of other nations, in particular the US Coast Guard, may be available to assist.

EMERGENCY SUPPORT FUNCTION: HAZARDOUS MATERIALS

Primary Department: Environment Canada

Support Departments:

- Agriculture and Agri-Food Canada
- Department of National Defence
- Fisheries and Oceans Canada
- Health Canada
- Indian and Northern Affairs Canada
- Industry Canada (Telecommunications)
- Parks Canada Agency
- Provincial Ministries of Environment
- Public Works and Government Services Canada
- Transport Canada

INTRODUCTION

General

Disasters have the potential simultaneously to produce many hazardous material (HazMat) releases onto land, into air, and into the waters of the marine and the non-marine environment. Numerous facilities that produce, use or store HazMats could be severely damaged. Normal HazMat control and clean-up operations could be rendered inoperative and/or become overwhelmed. HazMats in transit may be involved in highway, waterway, or rail incidents that could cause widespread simultaneous releases.

Purpose

The purpose of this Emergency Support Function is to describe the role and involvement of Environment Canada in the provision of support to federal, provincial and non-government response/relief agencies in order to reduce or prevent loss of life, damage to property and adverse impacts on environment and human health, following a catastrophic disaster.

Scope

The responsibility for responding to the effects of an emergency rests with the municipality and province, except for specific instances of federal jurisdiction. Environment Canada's involvement will be primarily supplementary and complementary to provincial efforts, and be limited to matters pertaining to the release of HazMats.

Environment Canada deals with:

- response to HazMat releases in areas of federal jurisdiction;
- joint federal/provincial responses to HazMat releases within their respective jurisdictions; and
- co-ordination and provision of technical and scientific assistance with respect to HazMats for other federal departments and agencies, provincial and municipal governments, and non-government organisations.

ASSUMPTIONS

- Local and provincial authorities will suffer sufficient losses that will cause them to ask for federal government assistance. They will lack adequate resources to cope with the mitigation, assessment, clean-up and disposal of HazMat releases.
- There will be numerous HazMat releases (some immediate, some delayed) occurring over a large area, both on land and into coastal waters.
- Normal telecommunications will be disrupted as will surface transportation.
- The regional and district office resources of Environment Canada will be severely diminished by the event and assistance will be required from the other regions and the national headquarters.
- There may be extensive loss of life, property damage and negative impact on the environment.
- The National Support Plan will be implemented by OCIPEP.

POLICY AND LEGISLATION

Under the *Emergencies Preparedness Act*, Federal Ministers are responsible for developing civil emergency plans in their areas of responsibility. In the case of Environment Canada, the Minister is responsible for developing and maintaining civil emergency plans covering, among others the identification, assessment and mitigation of environmental hazards and their associated risks.

The detailed responsibilities are listed in the Federal Policy for Emergencies approved in 1995. In addition to the responsibilities assigned in emergency legislation, Environment Canada will continue to exercise its responsibilities related to the environmental emergencies provisions of the *Fisheries Act*, , *Canadian Environmental Protection Act, 1999*, *Migratory Birds Convention Act* and other legislation such as the *Canada Shipping Act* and the *Transportation of Dangerous Goods Act*, as appropriate.

The details of Environment Canada's policy, the scope of departmental responsibility, organization and operational procedures in emergencies are described in the National Environmental Emergencies Contingency Plan and the Regional Plans.

Guiding Principles-HazMats

The clean-up of HazMats released into the environment is the responsibility of the individual or organisation which had the materials under its ownership, management or control prior to the release. Without exception, even releases inadvertently caused by catastrophic events must be handled in a similar fashion. Costs incurred for clean-up efforts and the related actions required to return the environment to its original state are recoverable from the originator of the release as per the polluter pays principle, which is an accepted principle in all jurisdictions.

Officers of government agencies take direct action in mitigating HazMat releases when:

- The owner or controller of the HazMat does not initiate remedial measures;
- The owner or controller of the HazMat does not have the capability of providing remedial measures; or
- The officer recognises that inadequate measures are being taken by the owner or controller.

Environment Canada may take the lead responsibility for HazMat release mitigation when:

- Releases are from land-to-marine waters;
- Releases are on federal lands;
- Transboundary incidents (international and interprovincial) take place.

Environment Canada generally takes a resource support role for:

- Marine releases from ships for which the Canadian Coast Guard is the lead agency;
- any other releases for which another government department, a province or municipality, is the lead agency.

CONCEPT OF OPERATIONS

As soon as the National Support Plan is implemented by OCIPEP, Environment Canada will begin mobilising its resources at the national headquarters and in the affected Region. At headquarters the effort will be led by the ADM Environmental Protection Service and in the Region it will be led by the Regional Director General.

ADM Environmental Protection Service will call for the formation of the headquarters – Senior Management Environmental Emergencies Team. The team will have representatives from each of the Environment Canada Services, as required. The Director General of the National Programs Directorate will provide support to the team and act as an alternate for ADM Environmental Protection Service, who chairs the team. Included in the membership of this team will be the Director, Environmental Emergencies Branch who heads up the Headquarters Incident Team.

In the Region, the Regional Director General will chair the Regional Management Team. In the team there will be representation from all Services of Environment Canada in the Region, as required. The Regional Director General will be assisted by the Regional Director Environmental Protection Branch and the Incident Manager, a role generally assigned to the Regional Environmental Emergencies Co-ordinator.

The headquarters team will oversee and direct Environment Canada's support efforts during the emergency's aftermath. It will ensure a co-ordinated effort with the regional staff to minimize overlaps/conflicts. It will co-ordinate the redeployment of resources from various Environment Canada's Regions. In addition, it will arrange for financial resources and provide information to the Minister/Deputy Minister and lead agency responsible for communications with responders, the media and the public. Liasing with other departments will be essential, as well as providing members to any committees and groups established as a result of the implementation of the National Support Plan by OCIPEP.

Experts comprising environmental emergencies specialists (Regional Environmental Emergencies Co-ordinators and associated staff) would be mobilised and dispatched to sites requiring attention, consistent with the Regional Environmental Emergencies Team concept. Each Regional Director General may be required to contribute resources to the support effort. Such support will be forthcoming with the provision that each region maintains adequate response capability within that region to respond to the eventuality of local emergencies. The Director Environmental Emergencies Branch will monitor the evolving situation and will recommend to the ADM Environmental Protection Service the formation of such teams.

The ADM Environmental Protection Service, upon consultation with the Directors General of the unaffected Regions, will ask for the deployment of an appropriate number of specialists. The exact expertise and number of the teams will depend on the nature and number of environmental emergencies, as well as the status of the donor regions. Once dispatched, specialists would be directed by the Regional Director General charged with managing the emergency.

The Environmental Technology Centre, located in Ottawa, and the Quebec Region have Scientific Support Teams with specialised resources, equipment and procedures for monitoring and mitigating the effects of HazMat releases. Much of this equipment is unique and not available elsewhere in Canada. This equipment and specialised staff will be sent to appropriate areas to assist in the mitigation efforts.

RESOURCES

The resource requirements to the response will depend upon the severity of the emergency. The nature of Environment Canada response will evolve with the understanding of the impact and the demands put on the department by the emergency and available resources of the private (polluters) sector and the local and provincial governments. Environment Canada's staff is committed to provide support as outlined in the National Environmental Emergencies Contingency Plan and the Regional Plans.

RESPONSIBILITIES

Primary Department (Environment Canada)

The Regional Director General will provide these services after determining and restoring somewhat the regional ability to conduct business as appropriate.

Hazardous Materials

- Establish communications with the Provincial Emergency Measures Organization and the National Environmental Emergencies Centre at Headquarters.

- Assist in assessing the situation, including the nature, amount and location of real or potential HazMat releases, pathways to human and environmental exposure, probable direction, medium (air, water, soil) and time of travel of the materials, potential impact on human health, safety and environment, availability, location and types of response resources, clean-up services and priorities for protecting human health, welfare and the environment.

- Co-ordinate, integrate, and manage the federal effort to detect, identify, contain, clean-up or dispose of, to minimise HazMat releases or minimise the threat of potential releases.

- Maintain close contact with provincial co-ordination groups, Headquarters Incident Team and other federal support groups in the region as required.

- Provide administration facilities, communications and personnel support.

- Provide damage reports and assessments to the Provincial Emergency Measures Organisation, National Environmental Emergencies Centre and any other response group that may be established.

- Co-ordinate scientific support for responses in federal, coastal, and marine areas, including assessments of the hazards that may be involved.

- Provide sensitivity maps and data of coastal areas.

- Provide assistance and expertise in fish and wildlife species, and other biological natural resources, including wildlife habitats and fish hatcheries.

- Provide advice on migratory wildlife matters.

- Provide guidance and arrange for the establishment of facilities and personnel for the cleaning of oiled birds and other animals affected by HazMat releases.

- Provide any scientific support/recommendation, etc., which falls within the competence of Environment Canada at the request of the province.

EMERGENCY SUPPORT FUNCTION: HEALTH AND SOCIAL SERVICES

Primary Department: Health Canada

Support Organizations:

- Adventist Disaster Relief Agency
- Agriculture and Agri-Food Canada
- Canadian Blood Services
- Department of National Defence
- Mennonite Disaster Services
- Provincial Ministries of Health
- Provincial Ministries of Social Services
- Canadian Red Cross
- Public Works and Government Services Canada
- Salvation Army
- St. John Ambulance
- Transport Canada

INTRODUCTION

General

A catastrophic natural disaster may generate an emergency that will overwhelm provincial public health, emergency health and emergency social services. Health Canada, through the Centre for Emergency Preparedness and Response will co-ordinate the public health, emergency health and social services assistance requested by the affected Province from the remainder of the country. This assistance will be provided by Health Canada, Provincial ministries of health and social services, non-government organisations active in emergency health and social services and from the private sector.

Purpose

The purpose of the Emergency Support Function is co-ordination of the provision of national public health, emergency health and emergency social services resources to the affected Province(s) as requested.

Scope

The scope of this Emergency Support Function applies to all federal, provincial, non-government organisations and private health and social services resources in Canada and internationally which may be required to respond to a request for provincial assistance.

The Non-Governmental Organisations include (but are not limited to) the St. John Ambulance, Salvation Army, Mennonite Disaster Services, Canadian Red Cross, Canadian Blood Services and Adventist Development and Relief Agency.

Emergency Health includes: public health, medical care, environmental health, medical equipment, pharmaceuticals and health care personnel.

Emergency Social Services includes: clothing, lodging, food, registration and inquiry, personal services, reception centre management and social services personnel.

PLANNING ASSUMPTIONS

This Emergency Support Function will complement provincial plans for public health, emergency health and emergency social services.

The regional Health Canada resources could be severely diminished by the emergency and will give first priority to the safety of its own personnel and the restoration of its programs according to Departmental priorities. After these actions, and insofar as they are able, Health Canada staff will provide assistance to their provincial counterparts as applicable and if requested.

Depending on the nature of the emergency, there may be extensive casualties. The emergency could cause severe damage to residences, schools, hospitals, long-term care facilities and other parts of the health infrastructure. As well, the health responders may have suffered casualties and the community "life lines" of water, sewer, electricity and gas will have been disrupted. In addition, transportation and communications lines may have been cut and hazardous materials spills will be extensive.

POLICY AND LEGISLATION

Health Canada will respond according to Departmental Emergency Preparedness Policy and the Departmental Emergency Plan as approved by the Deputy Minister. Legislation employed may include the *Department of Health Act*, the *Food and Drugs Act* and the *Quarantine Act* among others.

CONCEPT OF OPERATIONS

Co-ordination

Upon activation of the National Support Plan, Health Canada will assign designated staff to the National Support Centre. The Health Canada Departmental Plan and Emergency Operations Centre will be activated. The Centre for Emergency Preparedness and Response is the lead organization for co-ordinating the Departmental response to the Emergency. The Centre for Emergency Preparedness and Response is led by an Executive Director who, in an emergency reports directly to the Deputy Minister. As Health Canada offices in the affected province may be overwhelmed by the disaster, other elements of the Department may be called upon to support the Departmental programs delivered in that province.

The public health, emergency health and emergency social services organisations of other provinces are key components of the total capacity to assist the affected province. They will be alerted and asked to assist in response to requests for resources from the affected province.

Several Non-Government Organisations are essential partners in these arrangements. Health Canada will co-ordinate assistance from the Non-Government Organisations through their national headquarters.

Requests for assistance will be directed from the affected province either to the National Support Centre on the Office of Critical Infrastructure Protection and Emergency Preparedness network or to Health Canada directly through the networks established with provincial counterparts. The method chosen will depend on operational requirements in the disaster area. Requests will be monitored on both networks to ensure there is no duplication of requests.

Activation

The Centre for Emergency Preparedness and Response provides a single window for contacting and alerting the Department and this Emergency Health and Social Services Function on a 24 hour/7 day basis. Upon notification from the Office of Critical Infrastructure Protection and Emergency Preparedness, the Duty Officer will activate the alert procedures to notify the response team.

Resources

The potential resources available to a catastrophic emergency are varied and far reaching. For Health Canada they include the National Emergency Services Stockpile and the health and scientific expertise available from employees and laboratories. In addition there are the resources which may be drawn from the Non-Government Organisations and the provinces. As well, the private sector is able to provide medical, pharmaceutical and social services resources.

RESPONSIBILITIES

Primary Department

- co-ordinate the response to requests for public health, emergency health and emergency social services resources from the affected Province;
- identify, procure and arrange for delivery of medical supplies, equipment and pharmaceuticals including the release and distribution of resources from the National Emergency Services Stockpile;
- arrange for health professionals;
- arrange for licenses for health professionals deployed to the affected province;
- arrange for social services personnel;
- ensure social services needs are met (emergency lodging, clothing, food, registration and inquiry and personal services) as requested by the Province/affected area;

- public health advice, risk assessment and laboratory services in the following areas:
  - hazardous materials spills and releases/environmental health;
  - safety standards for food and drinking water;
  - safety of drugs, radio-pharmaceuticals, blood and blood products, biologics and medical devices; and,
  - identification, investigation, prevention, surveillance and control of human diseases.
  - enacting provisions of the Quarantine Act;
  - providing environmental health services to federal clients;
  - provide advice and assistance on native health; and
  - facilitate the transportation and hospitalisation out of province of the sick and injured, as required.

SUPPORTING ORGANIZATIONS

- Agriculture and Agri-Food Canada: for food and potable water, and together with Canadian Food Inspection Agency, for food inspection, sampling and analysis;
- Department of National Defence: for the logistics system, if implemented;
- Public Works and Government Services Canada: for procurement assistance;
- Transport Canada: for logistics co-ordination with Department of National Defence.

Provincial Ministries of Health and Social Services

- public health resources as required;
- emergency medical/health resources as required;
- emergency social services resources as applicable;
- receiving patients as required; and
- receiving disaster victims as required.
-

Non-Government Organisations

Non-Government Organisations are able to provide extensive resources, such as (but not limited to):

- Adventist Disaster Relief Agency: management and warehousing of donations in kind;
- Canadian Blood Services; blood and blood products;
- Canadian Red Cross: registration and inquiry and other emergency social services;
- Mennonite Disaster Service: post-disaster recovery;
- Salvation Army: personal services, food services, lodging and clothing services; and
- St. John Ambulance: first aid; and
- Adventist Disaster Relief Agency: management and warehousing of donations-in-kind.

EMERGENCY SUPPORT FUNCTION: HEAVY URBAN SEARCH AND RESCUE

Primary Department: Office of Critical Infrastructure Protection and Emergency Preparedness/Department of National Defence

Support Departments/Agencies:

Agriculture and Agri-Food Canada
Canada Customs and Revenue Agency
Canadian International Development Agency
Department of National Defence
Foreign Affairs and International Trade
Health Canada

INTRODUCTION:

General

A catastrophic emergency may create a need for Heavy Urban Search and Rescue (HUSAR) response, if the collapse of large structures is involved. Local first responders may be fully committed trying to respond to the emergency, the import of specialized resources may therefore be required.

Purpose

The Emergency Support Function for Heavy Urban Search and Rescue is to co-ordinate the provision of national and international HUSAR resources, within the context of the other activities of the National Support Centre, to support provincial response efforts.

Scope

This Emergency Support Function will include national and international HUSAR resources. The Emergency Support Function aims to co-ordinate the requests for and offers of assistance, as well as the provision of these resources to the disaster area.

PLANNING ASSUMPTIONS

A catastrophic emergency may result in a massive and urgent demand for HUSAR resources. The responsibility for HUSAR response would fall on municipal first responders. The capability of first responders to take action may be limited by casualties within their organization or damage to their buildings and/or equipment.

The decision to activate and deploy a HUSAR team does not rest with the OCIPEP. The decision rests with the municipal authorities of the HUSAR teams available for deployment. A OCIPEP coordinated approach will be used to ensure appropriate response, and to reduce the possibility of unnecessary HUSAR team deployment. HUSAR assistance from other countries and internationally deployable teams, particularly from he USA should be anticipated in the event of a severe disaster.

POLICIES AND LEGISLATION

Municipal authorities of Canadian HUSAR teams must ensure that local policies, bylaws and provincial legislation do not prevent deployment outside their jurisdictions.

Special policies and legislation are not required at the national level for co-ordination of this Emergency Support Function.

CONCEPT OF OPERATIONS

The affected province and the affected municipal authorities will co-ordinate HUSAR operations.

The HUSAR response may be divided into three phases:

1. Alert Phase
2. Deployment Phase
3. Post-Deployment Phase

The phases may be defined as follows:

Alert Phase

Upon activation of the National Support Centre, deployable HUSAR teams and their municipal authorities will be advised by the National Support Centre that an emergency has occurred, that the National Support Centre has been activated, and that a request may be made for the team to deploy to the disaster area. Teams will be requested to put themselves on alert status. ***(NOTE: Teams will have to identify an emergency contact arrangement for the National Support Centre.)***

A formal request for anticipatory deployment will be forwarded to the host provinces/territories through OCIPEP's Regional Directors. ***(NOTE: Formal request procedures to provinces\territories on this ESF are no different from general response/support arrangements currently in place.)***

With the requirement to bring HUSAR resources to bear as soon as possible, a request for assistance from an affected province, and an alert to HUSAR teams and their municipal authorities may occur outside of the process of activation and implementation of the National Support Centre and the Framework.

Deployment Phase

The decision to deploy HUSAR teams will be made in consultation with the affected province.

Individual HUSAR team managers (and designated alternate) are the sole people responsible for the safety and internal management of their teams and for liaison with municipal and provincial authorities. In the event of multiple team deployment a HUSAR Operations Support Centre may be required to serve as a liaison between the HUSAR teams and municipal and provincial authorities.

Post-Deployment Phase

The decision to stand-down and return a HUSAR team to its home jurisdiction will be taken jointly by the affected jurisdiction and province based on input from the individual team and its municipal authority. The decision to stand down all HUSAR teams will be taken jointly by the affected jurisdictions and province, with input from deployed HUSAR teams.

FINANCIAL RESOURCES

The cost of deployment of a HUSAR team will be funded on the same basis as any other expense incurred during the response to an emergency.

RESPONSIBILITIES

Office of Critical Infrastructure Protection and Emergency Preparedness will:

- respond to requests for HUSAR resources from the affected province;
- co-ordinate and facilitate the alerting, deployment and return of HUSAR resources located in other provinces/territories; and
- respond to offers of assistance of HUSAR resources from the international community.

Health Canada will:

- facilitate the temporary registration, licensing, liability insurance and worker's compensation arrangements for out of province or international medical members of the HUSAR teams.

Foreign Affairs and International Trade will:

- respond to and pass on any offers of international assistance to the OCIPEP;
- facilitate the arrival of any international HUSAR teams; and
- provide any liaison required with international organisations such as the United Nations Department of Humanitarian Assistance (which provides the secretariat support to the International Search and Rescue Advisory Group).

Canada Customs and Revenue Agency will:

- facilitate the entrance of international HUSAR teams and their equipment into Canada.

Agriculture and Agri-Food Canada will:

- facilitate the clearance for entry of search and rescue dogs into Canada.

EMERGENCY SUPPORT FUNCTION: HUMAN RESOURCES

Primary Department: Human Resources Development Canada (HRDC)

Support Departments:

Citizenship and Immigration Canada
Department of National Defence
Justice Canada
Office of Critical Infrastructure Protection and Emergency Preparedness
Public Works and Government Services Canada Industry Canada
Transport Canada

INTRODUCTION

General

In a catastrophic public welfare emergency, by definition, the response will be beyond the capability of the province(s) and/or territory(ies) affected. Such an emergency may create a need for a large amount of skilled and unskilled labour to be made available to assist in the immediate response efforts. Moreover, financial compensation to Canadians must be assured, and federally legislated and regulated labour practices and standards may have to be visited.

Purpose

The purpose of this Emergency Support Function is to:

a. ensure the continued provision of financial compensation and benefits to Canadians, administered by HRDC;

b. monitor, enforce or adjust as appropriate, the application of federal legislation, regulations and standards, pertinent to labour, occupational Health and Safety affecting federally-regulated organisations and responders; and

c. facilitate, co-ordinate and locate, in partnership with provincial, territorial, regional and municipal authorities, the provision of human resources to the effected area(s) immediately following a catastrophic emergency.

Scope

This Emergency Support Function will include, in conjunction with provincial, regional and municipal authorities, the provision of skilled and unskilled labour. The Emergency Support Function aims to co-ordinate the requests for, and offers of, the provision of resources to the effected area(s). It also seeks to ensure the continued delivery of benefits administered by Human

Resources Development Canada.

PLANNING ASSUMPTIONS

It is assumed that some elements of the Human Resources Development Canada regional organisations, effected by a catastrophic disaster, will survive. Regional personnel will be dedicated, in the first instance, to ensuring the safety and security of their immediate families, and in the second instance, apply business resumption plans to resume Human Resources Development Canada programs, services and operations.

It is difficult to determine the number and required skilled and unskilled resources that may be required to respond to a catastrophic disaster, however, it is believed that a wide spectrum of such resources will be required. As the human resources in the affected area (municipality and province/territory) are assumed to be engaged by the province, the resources referred to above will, for the most part, come from outside the affected area; either from other provinces, territories or other countries.

In all probability, communication within the affected area(s) will be limited, perhaps only one or two satellite communication links. These limited links will necessitate having most communications with the region, flow through the Government Emergency Operations Co-ordination Centre located at the Office of Critical Infrastructure Protection and Emergency Preparedness, and the Business Management Centre located at Phase IV, Place du Portage, 140 Promenade du Portage, Hull, Quebec.

POLICIES AND LEGISLATION

It is the intention of Human Resources Development Canada to develop and test emergency support plans in accordance with the *Emergency Preparedness Act* of 1988 and the Emergencies Act of 1988.

CONCEPT OF OPERATIONS

Control of Emergency Response

Response operations will be controlled by the affected province(s)/territory(ies) and municipal authorities.

Priorities

Priorities will be established by the affected province(s)/territory (ies) in consultation with the Federal Co-ordination Officer at the provincial response centre. Human Resources Development Canada will be advised of the priorities by the Federal Support Team.

Licensing

The requesting authority is responsible for ensuring that provincial/territorial authority has been given for the appropriate licensing of assigned personnel.

Departmental Priorisation of Tasks

Response to the emergency and implementation of this plan will take precedence over all other work of the department during the immediate response phase; except for the continued provision of financial compensation and Labour activities. The provision of human resources will be conducted using the most appropriate methods. Normal procedures may have to be modified in order to accomplish urgent work promptly.

Emergency Support Function for Human Resources:

This Emergency Support Function involves identifying, locating and providing required human resources during the immediate response phase, expediting financial compensation payments and other benefits to affected workers and employers, and managing labour standards for federal employees and responders.

Exemptions

The provision of compensation, transportation, housing, clothing, feeding, cross-border clearance for foreign workers and other support for workers is **NOT** within the mandate or authority of Human Resources Development Canada. These remain the responsibility of the requesting agency. Support to this Emergency Support Function will be provided by National Defence, Transport Canada, Public Works and Government Services Canada, Industry Canada, Citizenship and Immigration Canada, and the Office of Critical Infrastructure Protection and Emergency Preparedness.

Special Authorities

Should legislative authority be required, documentation will be prepared to direct qualified workers to respond to the emergency by the lead responding Agency of primary interest.

RESOURCES

Human Resources

Program areas at National Headquarters and Regional Headquarters may be expected to provide staff as Duty Officers to work in their respective Emergency Operations Centres and may be asked to provide personnel to work in the affected area. In addition, National Headquarters Human Resources Development Canada may be required to provide staff to work at the National Support Centre located in the National Capital Region.

Transportation

Arrangements for the transportation of Human Resources Development Canada personnel and resources to the affected area will be made through the Logistics Operations Management System, co-ordinated by the Department of National Defence.

Financial

Existing systems, authorities and procedures for financial control, contracting, etc., will apply. Reimbursement for extraordinary expenditures will be made in accordance with the Guidelines Concerning Expenditures in Emergency Situations as currently approved by TB778820 or subsequent amendment(s).

EMERGENCY SUPPORT FUNCTION: INTERNATIONAL

Primary Department: Department of Foreign Affairs and International Trade

Support Departments:

Atomic Energy Canada
Canada Customs and Revenue Agency
Canadian International Development Agency
Canadian Security & Intelligence Service
Citizenship and Immigration Canada
Department of National Defence
Health Canada
Royal Canadian Mounted Police
Solicitor General
Transport Canada
Transportation Safety Board

Non-Government Agencies:

Canadian and International Red Cross
United Nations
Various International Aid and Humanitarian Organizations

Foreign Governments:

Australia
New Zealand
United Kingdom
United States
Others

Central Agencies:

Privy Council Office
Treasury Board

INTRODUCTION

General

The Department of Foreign Affairs and International Trade (DFAIT) has, as part of its mandate, the responsibility for the safety and security of Canadians and Canadian interests abroad. Crisis situations can occur anywhere in the world and impact Canadians travelling or residing abroad. The

Department and its 250 points of service in 160 countries around the world must be prepared for emergencies arising from natural and human caused disasters of all kinds.

DFAIT has co-operation agreements (formal and informal) with foreign governments to facilitate access to and co-ordination of consular and mission emergency contingency and evacuation planning. The department works closely with the office of the United Nations Security Co-ordinator.

The Department of Foreign Affairs has developed a concept of emergency services and associated plans, and procedures to ensure effective and efficient services to Canadians abroad through its missions in other countries and units in Ottawa. The concept includes various telecommunications facilities, international co-operative arrangements, and close co-operation with a variety of other Canadian government units.

Purpose

This document describes the concept of operations enabling the effective mobilization and use of Canadian government, foreign government, and/or international organization assets and resources to mitigate the effects of an emergency/crisis abroad affecting Canadians and Canadian interests during the response phase.

Scope

The scope of this Emergency Support Function applies to all federally regulated resources and international resources requested or offered to respond to critical situations outside of Canada.

ASSUMPTIONS

During a major emergency, the response will be beyond the capability of the foreign government to ensure the safety and security of Canadian citizens and Canadian interests outside Canada.

DFAIT's enhanced telecommunications system is sufficiently robust to meet departmental requirements during an emergency situation.

Each Canadian mission overseas, except those in the U.S.A., Western Europe, Australia and New Zealand, is responsible for the development and maintenance of an individual Consular and Mission Emergency Contingency Plans for the country to which it is accredited.

POLICIES AND LEGISLATION

DFAIT policy is in accordance with the Department's mandate for the provision of assistance to Canadians and Canadian interests abroad by ensuring the readiness of headquarters and missions. The department develops and tests emergency support plans for all types of emergencies and is actively involved with Department of National Defence, Solicitor General and other government departments, as appropriate, in disaster exercises.

DFAIT is responsible for developing and maintaining a range of bilateral and multilateral agreements with foreign governments and international organizations which establish methods and means of assistance and cooperation in various emergency situations in Canada and abroad.

CONCEPT OF OPERATIONS

Co-ordination

The Department of Foreign Affairs is responsible for co-ordinating and facilitating a Canadian government response for assistance in dealing with the effects of an emergency situation outside of Canada. The initial response will be to determine the scope and impact of a crisis situation. Then efforts are undertaken to bring together the appropriate resources to support the Canadian government's response. In the process, consultations are carried out with foreign governments, non-government organizations and international organizations operating in the country in crisis, and other government departments to ensure all sources of information and assistance are available to put into effect appropriate plans and operations.

In a large scale emergency abroad, the Deputy Minister will convene a Crisis Management Committee. The DFAIT Operations Center will support the Department's Crisis Management Committee and an Operational Task Force. DFAIT is also a designated department under the National Counter-Terrorism Plan, and the Federal Nuclear Emergency Plan.

A DFAIT Operational Task Force, possibly involving other government departments, is responsible for co-ordinating management of the Canadian Government's response to any significant emergency situation abroad, possessing a specific Canadian dimension. The Task Force is responsible for information gathering, analysis, dissemination and co-ordination as well as making recommendations to the Crisis Management Committee

Consular Emergency Contingency Plans

Each Consular and Mission Emergency Contingency Plan for the country to which it is accredited, includes appropriate liaison arrangements with other countries, non-governmental organizations, the United Nations and those Canadian companies and organizations operating in the area. The purpose of these plans is to assist visiting and resident Canadians, including Canadian government employees, during an emergency and/or crisis situations. In some instances, the plans include designated nationals of other countries.

Shared knowledge and understanding of available facilities and resources contribute substantially towards mutual efforts to plan and cope with various emergency situations. Currently each new or revised Canadian diplomatic mission Consular Emergency Contingency Plan is based on the use of a newly developed generic and standardized universal Consular Emergency Contingency Plan through the use of a consular specific software program accessible to all Canadian missions abroad

by means of the Department's global communications network.

Mission Emergency Contingency Plans

Despite measures to protect them, Canadian government assets and employees and their dependents abroad may be at risk. It is the aim of the Department to take whatever realistic, reasonable and prudent measures are possible, in view of the perceived threat, to protect its employees and its assets. The Personal Safety Program reflects this desire to provide safe working conditions while at the same time minimizing their risks to Canada-based staff and their families abroad.

These measures are implemented through co-operation with host governments, the briefing and training of staff, and the use of available physical and human resources. Protective equipment and installations, as well as contingency plans for dealing with emergencies abroad e.g. terrorists acts, crime, or natural or environmental disasters) are required in order to reduce the risks to employees and their dependents and to the Canadian government's information and assets.

Alert/Notification

DFAIT headquarters maintains a 24/7 emergency response service through its Operations Centre. This Centre has: secure and non-secure telecommunications with Canadian missions abroad and other federal government department headquarters operations centres; direct access to foreign government and international organization emergency operations centres; and immediate direct computer access monitoring of Canadian and international media wire service terminals. Upon notification by Operations Centre officers of an emergency, or emerging crisis situation, the first designated officer alerted will initiate an inter- and/or intra-departmental notification of the situation.

RESOURCES

General

The resource requirements (money, personnel, equipment/assets and facilities) committed to the response will be contingent on the severity and nature of the emergency and will evolve with the understanding of the impact and demands put on the DFAIT. DFAIT headquarters and mission personnel are committed to support the Operational Task Force with appropriate staff to manage crisis issues that fall within the mandate of the Department.

Assured Telecommunications

DFAIT attempts to utilize the concept of an "assured telecommunications" for communications between Ottawa, each mission and the resident Canadian community that may be experiencing an actual or impending emergency situation. This system incorporates the use of portable satellite telecommunications units as a backup to normal DFAIT/Mission communications networks. In addition, DFAIT has deployed a limited number of radio assisted networks based on short range UBF or VBF handheld radios to communicate with Canadian communities throughout the country (outside the capital), and with foreign governments, companies and international organizations with

similar radio communication systems.

RESPONSIBILITIES: PRIMARY DEPARTMENT

- The safety and security of Canadian citizens abroad and the protection of Canadian interests abroad.

- The timely repatriation of and/or other services to Canadians, including public servants and their dependents in endangered areas abroad. In some instances such services are provided to selected other persons.

- The provision of timely advice and recommendations to the Governor in Council:

  a. on the possibility of international events leading to a civil emergency in Canada;

  b. on the international implications of a civil emergency in Canada;

  c. on appropriate Canadian Government responses to requests for assistance from foreign governments, and offers of assistance from foreign governments; and

  d. in collaboration with the Department of National Defence when appropriate, on an appropriate response by the Government of Canada to emergencies that occur outside Canada.

- The adaptation of import and export control policy with respect to actual or imminent emergencies.

With respect to preparedness to deal with national emergencies, the department is also responsible for developing and maintaining civil emergency plans for the control and regulation, in consultation with appropriate sectoral resource departments and through the collaborative enforcement of the Canada Customs and Revenue Agency (Customs Control), of external trade in raw materials and manufactured goods.

Support Departments

Roles are to be discussed with each individual department or Agency.

Atomic Energy Canada
Canada Customs and Revenue Agency
Canadian International Development Agency
Canadian Security & Intelligence Service
Citizenship and Immigration Canada
Department of National Defence
Health Canada
Royal Canadian Mounted Police
Solicitor General

Transport Canada
Transportation Safety Board

EMERGENCY SUPPORT FUNCTION: LOGISTICS OPERATIONS MANAGEMENT SYSTEM (LOMS)

Lead: Department of National Defence

Collateral Departments/Agencies:

Agriculture and Agri-Food Canada
Canadian Customs and Revenue Agency
Foreign Affairs and International Trade Canada
Health Canada
Public Works and Government Services Canada
Transport Canada

INTRODUCTION

General:

In response to emergencies, numerous agencies may have a requirement to move personnel or material into an affected province. Although the affected province may be able to identify the resources required that are beyond their own means to provide, they may be unable to co-ordinate the collection and movement of those externally provided resources into their province. These relief resources will normally come from a number of government sources at varying levels as well as non-governmental organisations.

Purpose:

The purpose of the Logistics Operations Management System (LOMS) is to provide a distribution management system for all material and personnel, requested by Provincial Authorities and provided by Federal Government Departments, non-affected Provincial/Municipal agencies and Non-Governmental Organisations (collectively referred to as Providing Agencies).

Scope:

The division of responsibilities is as follows:

a. LOMS will be responsible for movements from a LOMS designated Staging Area to an Advanced Holding Zone mutually agreed upon by LOMS and the Receiving Province;

b. Movement to a Staging Area is the responsibility of the Providing Agency(s); and

c. Movements forward from an Advanced Holding Zone, in the Receiving Province, is the responsibility of the Receiving Province. Any Federal Government assistance in this regard will be provided from Federal resources deployed on a regional basis, such as

Canadian Forces Regional Task Force Commanders, following normally established regional channels of communications.

Planning Assumptions:

Emergency situations could produce a requirement to support two or more provinces concurrently.

LOMS will not be used for pre-positioning of materiel or personnel before the emergency nor will LOMS be used to return personnel or materiel following an emergency, however, LOMS will provide copies of movements records to provincial and/or federal officials to assist in determining what has to be returned.

LOMS does not commit Department of National Defence transport resources for the movement of personnel or materiel, but simply the management system to control shipments and source the transport resources required.

Although non-federal Government Providing Agencies may move relief materiel or personnel into an affected province utilising their own or procured transportation resources, their activities should be co-ordinated with the LOMS Movement Control Centre so that the most efficient use can be made of what may be limited transportation assets and bottle necks are not created at entry points into the area affected by the crisis.

In the event of a major catastrophe, such as a major earthquake in British Columbia, or an emergency in an isolated location, transport into the affected area may be restricted to just airlift and or a single road or rail line. In this type of situation, LOMS may be required to co-ordinate all movement into the affected area.

LOMS may be activated prior to the implementation of the National Support Plan. In this instance, the role of the LOMS cell of the Co-ordination and Operations Group will be carried out by the National DefenceLogistics Co-ordination Centre at National Defence Headquarters.

Policies and Legislation:

Emergency Preparedness Act
National DefenceAct

CONCEPT OF OPERATIONS

To ensure that all of those provinces affected are not competing for the same external resources and that national priorties can be addressed, all requests from the Receiving Province(s), for materiel or personnel resources from sources outside of their Province(s), should be made through the National Support Centre. Likewise, to ensure that support is contributed to the Province with the greatest need, providing Agencies wishing to be proactive in the provision of support materiel should also channel their offers of support through the National Support Centre.

LOMS will consist of the following components:

a. **Receiving Provinces (or Territories)** will place demands on the Federal Government and will be the recipient of LOMS activity;

b. **Providing Agencies** will be the organisations contributing materiel/personnel to meet the demands of the Receiving Provinces;

c. The **LOMS Cell of the Co-ordination and Operations Group** will co-ordinate LOMS activities within the National Support Centre located at OCIPEP;

d. The **National Defence Movements Co-ordination Centre** will be the Movement Control Centre for LOMS;

e. **Staging Areas** will accept materiel/personnel from Providing Agencies; and

f. **Advanced Holding Zones** will turn materiel/personnel over to Receiving Provinces. In most cases, the Advanced Holding Zones for a Receiving Province will be the point of entry into that province. Neither Staging Areas nor Advanced Holding Zones will be pre-designated, but will simply be named as the movement requirement is identified.

LOMS will provide:

a. a control system to track all requests until the requested materiel or personnel are delivered to the requesting province at the Advanced Holding Zone;

b. a database of materiel/personnel available from existing Federal Government stockpiles/agencies that may be used to satisfy Provincial requests;

c. a movement co-ordination and control system to source transportation resources and control the flow of materiel and personnel between the Staging Areas and Advanced Holding Zones;

d. personnel and equipment to operate/contract the operation of the Staging Areas and Advanced Holding Zones;

e. a system to provide in-transit visibility of all materiel and personnel being moved by the LOMS in order to locate materiel or personnel at any point within LOMS;

f. a system to account for the resources received from Providing Agencies and delivered to the Receiving Provinces; and

g. an accounting system to track the cost of LOMS and the transportation resources utilised.

In order to provide a control system to track requests and shipments, the LOMS cell of the Co-ordination and Operations Group will receive a copy of all requests from the Receiving Provinces, which may include requirements for both materiel and personnel. Materiel requests will be registered and given control numbers by the LOMS cell. The Co-ordination and Operations Group will investigate all possible governmental sources (Providing Agencies) from which the request can be sourced. If the required materiel cannot be provided from existing stocks (currently held in warehouses), PWGSC (Co-ordination and Operations Group Procurement) will investigate procurement at the national level. The results will then be presented to the Co-ordination and Operations Group, who will validate the request, provide a priority, request the designated Providing Agency to commit the requested resources and authorise the LOMS to move them in accordance with the priority assigned. Personnel requests will be actioned by applicable members of the Co-ordination and Operations Group and any resulting movement requirements will be passed to the LOMS Cell for action only after the numbers and providing agency have been determined.

To enhance the determination of providing agencies for materiel, the LOMS Cell will develop a database of existing materiel. The database should include as many source types as possible (ie. Federal Government Departments, Provincial Governments, non-government organisations, etc.); however, as a start, all Federal Departments will be canvassed and negotiations should commence to include other providers.

On receipt of the Co-ordination and Operations Group authorisation, the information concerning the request will be passed to the LOMS Movement Control Centre (located within National Defence Headquarters) who will liaise with the Providing Agency for the shipment into the requesting Province. The Movement Control Centre will pass details of the shipment back to the LOMS cell of the Co-ordination and Operations Group who will in turn pass the information to the requesting Province.

Both Staging Areas and Advanced Holding Zones may be located on Canadian Forces Bases and if so will be operated by Canadian Forces personnel. Where they are located off Canadian Forces Bases, the Canadian Forces will arrange for in-house or procured resources to be deployed to that location.

Dependant on the nature and location of the emergency, Staging Areas for materiel or personnel will be located to facilitate a quick response to the situation.

On arrival of the materiel or personnel at a Staging Area, accounting and tracking will be accomplished utilising Canadian Forces systems until hand over to provincial authorities takes place.

LOMS planning will establish a manual reporting system to track the cost of LOMS operations.

RESOURCES

It is anticipated that the Departments providing or procuring resources will initially fund those activities. Reimbursement of funds to cover these incremental costs will be based on the information gathered by LOMS from the various departments involved.

RESPONSIBILITIES

OCIPEP will provide the facilities for the LOMS Cell of the Co-ordination and Operations Group to include a connection to the Department of National Defence WAN, a separate position at the Co-ordination and Operations Group table with access to the Co-ordination and Operations Group Operations Management System system, work space for the LOMS cell outside of the Co-ordination and Operations Group operations room with telephone and fax and storage for a LOMS Cell packup kit.

In accordance with ESF Transportation, **Transport Canada** will provide advice and information on the state of transportation systems, assist in the sourcing of transportation resources and facilitate the granting of operating licences/permits for foreign carriers to operate within Canada in support of LOMS. Transport Canada, as required, may provide personnel to assist in the operation of the Movement Control Centre.

In accordance with ESF Health and Social Services, **Health Canada** will provide ongoing liaison to NGOs within Canada to facilitate the building of the resource data base and procedural planning. During the time of an emergency, Health Canada will also be a Providing Agency and will co-ordinate the activities of the non-government organisations participating as Providing Agencies.

In accordance with ESF International, **Foreign Affairs and International Trade** will facilitate liaison with international sources of relief materiel or personnel.

Canada Customs and Revenue Agency will facilitate the customs clearance of any relief materiel arriving from outside of Canada.

In accordance with Emergency Support Function Food and Agriculture, **Agriculture and Agri-Food Canada** will liaise with the **Canadian Food Inspection Agency** to facilitate the inspection and clearance into Canada of any food related relief materiel and as a providing agency, co-ordinate the collection of food and farm related feed for movement to a Staging Area.

In accordance with Emergency Support Function Procurement Support, **Public Works and Government Services Canada** will act as a Providing Agency for any materiel procured by the Federal Government on behalf of a Province.

EMERGENCY SUPPORT FUNCTION: METEOROLOGY

Primary Department: Environment Canada

Support Departments:

Provincial Ministries of Environment

INTRODUCTION

General

Fires, floods due to dam ruptures, tsunami and concurrent extreme weather conditions all could impact adversely on the human population as well as wildlife and vegetation. Power failures, fuel shortages, equipment and human resource losses will contribute to a reduced response capability. Natural hazards, such as avalanches, earthquakes, and landslides, could further complicate response and support efforts.

Purpose

The purpose of this Emergency Support Function is to describe the role and involvement of Environment Canada in the provision of support to federal, provincial and non-government response/relief agencies in order to reduce or prevent loss of life, damage to property and adverse impacts on environment and human health, following a catastrophic disaster.

Scope

The responsibility for responding to the effects of an emergency rests with the municipality and province, except for specific instances of federal jurisdiction. Environment Canada's involvement will be primarily supplementary and complementary to provincial efforts, and be limited to matters pertaining to meteorology.

Environment Canada deals with the provision of meteorological and related services.

ASSUMPTIONS

- There may be extensive loss of life, property damage and negative impact on the environment.

- The National Support Plan will be implemented by OCIPEP.

POLICY AND LEGISLATION

Under the *Emergencies Preparedness Act*, Federal Ministers are responsible for developing civil emergency plans in their areas of responsibility. In the case of Environment Canada, the Minister is responsible for developing and maintaining civil emergency plans covering, among others conducting observations and forecasts and providing timely warnings with respect to weather, ice, sea-state and other physical phenomena.

The details of Environment Canada's policy, the scope of departmental responsibility, organization and operational procedures in emergencies are described in the National Environmental Emergencies Contingency Plan and the Regional Plans.

CONCEPT OF OPERATIONS

As soon as the National Support Plan is implemented by OCIPEP, Environment Canada will begin mobilising its resources at the national headquarters and in the affected Region

The Meteorological Service of Canada provides crucial information pertaining to meteorology to all responders and to the general public through a network of regional offices that operate on a 24/7 basis. All response efforts will be affected by prevailing weather conditions and appropriate relief actions will be influenced and determined by weather forecasts, warnings and predictions of adverse conditions. In addition, the Atmospheric Environment Prediction Program of the Meteorological Service of Canada can provide forecasts of the movement of material released in the atmosphere through its Canadian Meteorological Centre which is located in Montreal and operates on a 24/7 basis.

ALERT/NOTIFICATION

The National Environmental Emergencies Centre located in the National Capital Region, and reporting to the Director Environmental Emergencies Branch, is the operational response co-ordination centre for the dissemination of information. The National Environmental Emergencies Centre provides the departmental conduit for alerting the minister and other departmental officials of environmental emergencies that may have an impact on the operation and policies of the Government of Canada. The regional offices and the Environmental Technology Centre provide information and advice to response personnel dealing with environmental emergencies. The National Environmental Emergencies Centre and any regional office can be reached 24 hours per day, 7 days per week.

The National Environmental Emergencies Centre will serve as the eyes and ears for the Senior Management Team, as well as provide and receive damage reports to and from other departments and agencies. The National Environmental Emergencies Centre will also ensure the control of two-way information flow between Environment Canada and other parties.

The Meteorological Service of Canada provides forecasts and/or warnings of possible weather-related emergencies (storms, tornadoes, heavy rainfall or snowfall, high winds, drought conditions, etc.) and performs investigations of the aftermath of many of these meteorological phenomena. In addition, the Service provides vital support to the members of response teams dealing with a variety of emergencies, including environmental emergencies, earthquakes, forest fires, floods, and radiological releases.

RESOURCES

The resource requirements to the response will depend upon the severity of the emergency. Environment Canada's staff is committed to provide support as outlined in the National Environmental Emergencies Contingency Plan and the Regional Plans.

RESPONSIBILITIES

Primary Department (Environment Canada)

The Regional Director General will provide these services after determining and restoring somewhat the regional ability to conduct business as appropriate.

- Assess situation and re-establish essential meteorological services to the public, as outlined in the Regional Contingency Plan.
- The Atmospheric Environment Prediction Program of the Meteorological Service of Canada would provide forecasts of plumes of material released in the atmosphere should the need arise.
- Provide to the agencies involved in response activities information on the current and predicted meteorological, ice and sea-state conditions for the affected areas.
- Provide the response agencies scientific and technical assistance as required, or identify where outside of the Meteorological Service of Canada this assistance may be obtained.
- Make telecommunications and weather network facilities available to response agencies and other organisations for disseminating information to the public.

In the event that a Region cannot deliver its services, other selected weather offices in the Region or in an adjacent Region could provide the essential meteorological services with assistance, as required from the Atmospheric Environment Prediction Program of the Meteorological Service of Canada at other locations.

EMERGENCY SUPPORT FUNCTION: PROCUREMENT

Primary Department: Public Works and Government Services Canada

INTRODUCTION

Public Works and Government Services Canada (PWGSC), a common service agency, is the lead federal government department for the Emergency Support Function for Procurement. As such, and upon request, Supply Operations Service Branch, which is funded by parliamentary appropriation, is responsible for contracting for required emergency response materiel and services, through established commercial sources or existing federal stockpiles, where possible from the area closest to the emergency. This activity takes precedence over normal procurement.

ASSUMPTIONS

Payment of all emergency requirements actioned by the Department, from either Headquarters or its Regional Offices, is to be fully-funded through either OCIPEP, the requisitioning federal client department (i.e.: Transport Canada, Coast Guard, Health Canada, etc.), or the requisitioning provincial government.

POLICY AND LEGISLATION

A. Federal Legislation:

Emergency Preparedness Act
Excise Tax Act
Expropriation Act
Public Works and Government Services Canada Act

DM Directive 001:
Policy for Emergency Preparedness in Public Works and Government Services Canada

CONCEPT OF OPERATIONS

A. Co-ordination:

Supply Operations Service Branch will endeavour to conduct emergency procurement from the optimum Departmental location that is closest to the emergency site. Procurement requests are to be made in a standardized, written format.

All requisitions for emergency goods and services will be provided from the National Support Centre to the PWGSC Emergency Operations Co-ordination Centre. The requisitions will then be forwarded to the selected Supply Operations Service Office.

B. Notification:

The priority rating and universal request number, which is normally provided with each request for emergency procurement by the Federal Co-ordination Officer in the affected province, is also to be forwarded to PWGSC with any requests for procurement assistance.

RESOURCES

Emergency response activity is to be undertaken within the existing personnel resources of the Department.

EMERGENCY SUPPORT FUNCTION: PUBLIC ORDER/PROTECTION OF THE PUBLIC

Primary Department: Royal Canadian Mounted Police (RCMP)

Support Organisations/Agencies:

Canadian Security Intelligence Service (CSIS)
Correctional Services Canada (CSC)
Department of National Defence
Various other Federal, Provincial, Territorial, Municipal and Local agencies and government bodies

INTRODUCTION

General

The maintenance of public order/protection of the public, via the enforcement of existing laws (Criminal Code of Canada), Federal Acts, Provincial/Territorial statutes and municipal bylaws, is the shared responsibility of the Royal Canadian Mounted Police (RCMP) and local law enforcement agencies. The RCMP, in accordance with Provincial/Territorial Police Service Agreements, is the provincial/territorial contracted policing agency for all provinces/territories with the exception of the provinces of Ontario, Quebec and parts of Newfoundland. In addition to policing duties related to police service agreements, the RCMP is Canada's federal policing agency. There are many hundreds of Memorandums of Understanding/Agreement between the RCMP and other agencies, including various levels of Government. These formal agreements combined with the RCMP's infrastructure often allows the RCMP to respond to major disasters/events with the appropriate level of authority and resources.

Purpose

The purpose of the Emergency Support Function is to provide other agencies with a generalised understanding of the RCMP's organisational reporting structure and accountability when responding to a large scale disaster.

Scope

The scope of this Emergency Support Function applies to all federal, provincial, Non-Government Organisations and private/public law enforcement resources in Canada and internationally which may be required to respond to a request for provincial and/or federal assistance.

The Non-Government Organisations include, but are not limited to: Tribal Police Departments, private security agencies, volunteer community protection groups, and volunteer search and rescue organisations/associations.

PLANNING ASSUMPTIONS

This ESF will complement existing RCMP Detachment, Sub-Division, Divisional, Regional and National contingency plans respecting disaster response. A natural or man-made disaster may require the re-deployment of RCMP personnel within a province/territory and/or from one area of Canada to another to effectively deal with the event. Civil unrest, riots, looting and acts against humanity may occur during a large scale disaster. Similar to OCIPEP's response to disasters, the RCMP would initially react on a local level (Detachment) and request support up the chain of command as the events unfold. A chain of command, departmental policy and formal agreements, exist between the RCMP, various Municipalities, Provincial and Federal governments to allow these additional resources to be re-allocated on a temporary short-term or long-term basis.

POLICY AND LEGISLATION

The Royal Canadian Mounted Police will maintain public order and protect the citizens of Canada by utilising their legislated powers under the authority of the Canadian Criminal Code, various Federal and Provincial Statutes/Acts & Regulations and Municipal/local bylaws.

CONCEPT OF OPERATIONS

Upon notification of a major incident within a Province/Territory, the Officer in charge of the Criminal Operations Branch in consultation with the Provincial Commanding Officer or designate and the provincial/territorial Emergency Measures Organisation activates the Division Emergency Operations Centre. Each Province and Territory within Canada has an RCMP Division Emergency Operations Centre.

A DEOC commander would be assigned as in charge operations within the Centre and determine staffing requirements. Immediately upon activation, the Division Emergency Operations Centre would notify the RCMP National Operations Centre in Ottawa of the situation along with the Deputy Commissioner of the particular region (5 Regions: Atlantic, Central, North West, Pacific and National Headquarters). Each region has a Deputy Commissioner in charge. The National Operations Centre would then become the Division Emergency Operations Centre's point of contact for additional resources and situational reports.

Staffing within the National Operations Centre is crisis dependant and may require representatives (i.e., liaison personnel) from other Government Departments such as CSIS, DND, Privy Council Office, DFAIT, and OCIPEP - among others. The National Operations Centre commander would determine the required level of resources for the National Operations Centre. As well, the National Operations Centre commander would identify the liaison officers from within the RCMP to attend other Emergency Operations Centres such as the Government Emergency Operations Co-ordination Centre and the National Support Centre in Ottawa.

RESOURCES

Under the terms of the policing agreements, the Commanding Officer may receive requests for emergency police services from the Attorney General, Solicitor General, or the executive member of the province/territory. During the initial stages of an emergency, the Commanding Officer may increase the provincial/territorial police service using municipal, federal or administrative personnel from within the Province or Territory until such time as sufficient members of the provincial/territorial police service are assembled to respond. Upon receipt of a request for emergency police services, the Commanding Officer would immediately inform the Commissioner, attorney general/solicitor general of all aspects of the declared emergency. The provincial/territorial police service may only be augmented by the Commissioner with the concurrence of the Solicitor General of Canada.

RESPONSIBILITIES

Commanding Officer (Province/Territory)

- receives and responds to requests from municipal/provincial officials for emergency police services;
- informs and consults with the Attorney General/Solicitor General/executive member(s);
- informs and consults with the Deputy Commissioner RCMP of the affected region;
- informs and consults with the Commissioner of the RCMP for approval to augment police resources;
- approves the activation of the Provincial/Territorial RCMP Division Emergency Operations Centres;
- identifies a Division Emergency Operations Centres commander; and
- co-ordinates the RCMP response within his/her Provincial/Territory jurisdiction.

Deputy Commissioner (One Deputy Commissioner for each of the 5 Regions)

- assists the Commanding Officer by providing regional resources if required; and
- maintains contact with both the Commanding Officer and the Commissioner along with Provincial, Municipal and Federal counterparts.

Commissioner

- maintains overall responsibility for the RCMP's actions/response to a major national disaster; and
- approves the augmentation of provincial/territorial police service with the concurrence of the Solicitor General.

National Operations Centre

The National Operations Centre will be the 24/7 point of contact for the Division Emergency Operations Centres. All communications regarding emergency police services will be directed through the National Operations Centre to the Commissioner. The Division Emergency Operations Centres remain the operational centre with the National Operations Centre providing the administrative link to the Commissioner and senior management of the RCMP.

Supporting Organisations

The area affected by the disaster, the scope and the nature of the event will determine which partners would assist the RCMP. For example, the Swiss Air Flight 111 Crash involved different supporting agencies/organisations than the Manitoba floods. Generally, the Canadian Military and Transport Canada will work in partnership with the RCMP on most major national disasters. These agencies will provide a multitude of emergency support services as required such as perimeter security of a crash site, additional Search and Rescue resources, etc.

EMERGENCY SUPPORT FUNCTION: TELECOMMUNICATIONS

Primary Department: Industry Canada (Telecommunications)

Support Departments:

Canada Customs and Revenue Agency (Canada/US Mutual Aid)
Environment Canada (Meteorological Environmental Services)
Fisheries and Oceans Canada(Telecommunications)
Foreign Affairs and International Trade (International)
Human Resources Development Canada (US/Canada Mutual Aid)
National Defence (Telecommunications, Transportation and Logistics)
Public Works and Government Services Canada (Purchase and location of equipment)
Solicitor General of Canada (Security, Information)
Transport Canada (Transportation)

Non-Government Agencies:

Canadian Broadcasting Corp (CBC), Canadian Association of Broadcasters (CAB), and Canadian Cable Television Association (CCTA)
Canadian International Development Association (CIDA)
Canadian Telecommunications Emergency Preparedness Association (CTEPA) and Emergency Telecommunications Carriers Alliance (ETCA)
Canadian Wireless Telecommunications Association (CWTA)
Red Cross (Telecommunications System)

International:

NATO Civil Communications Planning Committee
United Nations, Working Group on Emergency Telecommunications
United States National Communications,

INTRODUCTION:

General: Telecommunications is essential for the delivery of an emergency response. The capability, in the short term, to rapidly, repair, replace and expand telecommunications systems under conditions foreseen in a catastrophic emergency will be extremely limited.

Purpose: The Telecommunications Emergency Support Function is to provide telecommunications support to federal, provincial, and non-government organizations in
preparation or response to a catastrophe in Canada.

Scope: The Telecommunications Emergency Support Function anticipates the telecommunications requirements that follow a catastrophic emergency and was developed to support:

a) federal government organisations designated to provide immediate support;

b) provincial government organisations as requested by provincial authorities;

c) affected municipalities, when requirements cannot be met through provincial arrangements. (With the exception of spectrum management requests, requests must be validated by provincial authorities);

d) non-government organisations whose role is identified in a municipal or provincial emergency response plan or in a federal government support plan; and

e) telecommunications providers to assist in the re-establishment of essential telecommunication services.

ASSUMPTIONS:

During the initial stage of an emergency, demand for telecommunications services, equipment and expertise will be overwhelming. A catastrophe will likely cause serious damage to more than one telecommunications infrastructure:

a) wireline telephone services: central offices, trunk lines, fibre optic cable and microwave links may be destroyed or severely damaged, and as a result many telephone systems may be inoperable for a considerable period of time. Overloading of the few remaining switches may render them unreliable, however, some Priority Access to Dialing users may be able to place local calls;

b) long distance telephone networks may be overloaded and Code Blocking/Call Gapping may be activated in order to protect the North American telephone network. Code Blocking artificially limits the number of long distance telephone calls into the affected area(s), including those made by the emergency community;

c) cellular and PCS telephone service: in addition to damage to cellular towers, the wireless networks may experience the same problems as the wireline networks. (At the present time, Priority Access for Dialing is only available the province of British Columbia and from one carrier (TELUS mobility));

d) radiocommunications base stations antennas towers may be damaged, a number of repeaters on top of high-rise buildings may be inaccessible and the loss of electrical power, particularly where no backup power source exists, could seriously limit operations. Radiocommunication networks operated by federal and provincial agencies may also suffer heavy damage;

e) mobile stations in vehicles that are capable of functioning in a simplex mode should be operational, however, coverage may be limited by terrain and buildings;

f) handheld radios may be operational in a simplex mode as long as battery power is available and a recharging capability exists, however coverage is very limited;

g) broadcasting facilities: AM, FM, TV and cable television inside the affected area, may not be fully operational as a result of damage to broadcast towers and studio-transmitter links;

h) maritime and aeronautical fixed stations may be adversely affected and communication with marine and aeronautical stations including those of the Coast Guard and aircraft engaged in damage assessment functions may be difficult;

i) some amateur High Frequency (HF) stations, and Very High Frequency (VHF) and Ultra High Frequency (UHF) repeaters may still be intact and portable amateur stations may be deployed, however access to sites, radio operators and electric power are essential;

j) organisations equipped with mobile satellite equipment should be able to communicate with stations outside of the affected area, however, adequate radio operator training and spare batteries and/or back up power are essential;

k) Internet and data networks operating via private repeaters or satellites may be operational, and the Internet should be accessible via mobile satellite terminals however, telephone and cable connections may be affected;

l) paging systems may be affected, but a large number of installations are expected to survive, however, where telephone service is disrupted, the public may not be able to place a page; and

m) fixed military installations may suffer the same damage as other terrestrial systems, however, military mobile units may be established at strategic locations in relatively short order, most operate in VHF low-band, do not require repeaters, and are less affected by terrain and buildings.

POLICY AND LEGISLATION

Under Section 7 of the *Emergency Preparedness Act*, Federal Ministers are responsible to identify civil emergency contingencies in their area of responsibility and developing emergency plans. The Minister of Industry is the lead for Emergency Telecommunications and has nine responsibilities under the *Departmental Planning Responsibilities for Emergency Preparedness* dated June, 1995.

In addition to fulfilling its emergency telecommunications responsibilities, Industry Canada will continue to exercise its radio spectrum responsibilities under the *Radiocommunication Act and Telecommunications Act*.

The responsibility of Industry Canada, in other than its spectrum management role, is limited to facilitating and co-ordinating the acquisition of telecommunications equipment and services. Responsibility for payment of all expenses i.e., purchase, rental, lease must be borne by the requesting agency. (See Industry Canada-Telecommunications Directive on Delegation of Spending Authority in Emergency Situations – 30 November 1999).

All requests for telecommunications services from the affected province, including municipalities and Non-Government Organisations (Red Cross, Salvation Army, St. John Ambulance, Mennonite Disaster Services etc.) engaged in providing support to the province or a municipality shall be channelled through the authorised provincial emergency operations centre, on whose behalf Industry Canada will act as facilitator at the request of the provincial government.

Federal departments and agencies requiring assistance may channel their requests directly to Industry Canada.

Industry Canada has entered into a mutual aid agreement for telecommunications with the United States National Communication System.

CONCEPT OF OPERATION:

Alert & Notification

Upon receipt of a first alert from OCIPEP or other reliable source, the National Manager Emergency Telecommunications will immediately initiate a notification to emergency staff in Ottawa who will in then notify, the affected regions and non affected regions. It should be noted that individual Regions may have Alert & Notification arrangements with Provincial Emergency Measures Organizations and as such the Regions will immediately notify the National Manager Emergency Telecommunications of any provincial alert notifications.

Regional Emergency Telecommunications Officers will notify designated emergency staff in their respective regions.

National Manager Emergency Telecommunications and Regional Emergency Telecommunication Officer will notify national and regional common carrier contacts.

Industry Canada (Telecommunications) in the Affected Region

Regional and District Office Staff, in the affected Region, will immediately and without further notification activate the Regional Support Plan and bring federal government resources to a state of readiness:

a) the Regional Emergency Telecommunications Officer will establish communications with the National Manager Emergency Telecommunications, provide timely situations reports and report actions taken;

b) the Federal Co-ordination Officer (the OCIPEP Regional Director, unless another Federal Co-ordination Officer is appointed) will survey federal capabilities and secure the necessary assistance for the province through the established federal regional support

arrangements. It is recognised that the Regional Emergency Telecommunications Officers will receive request directly from some provincial ministries;

c) designated Industry Canada staff in the affected region are empowered to assure responsibility for the management of ESF Telecommunications functions and will be pre-assigned the necessary authority to make emergency purchases and enter into contracts for equipment and service. (See Industry Canada-Telecom. Directive on Delegation of Spending Authority in Emergency Situations – 30 November 1999);

d) Industry Canada district and regional offices and Emergency Operations Centres will provide spectrum management services and emergency support functions to the Federal Co-ordinating Officer and the National Support Centre in support of the lead province;

e) available resources are prioritised by the lead province in support of critical needs; and

f) arrangements for building passes, telephone credit cards, use of office vehicles, accommodation, overtime and other necessary activities should be pre-arranged.

Industry Canada (Telecommunications) Headquarters in Ottawa

Industry Canada (Telecommunications) will activate its departmental emergency plans/programs and raise its state of preparedness at the regional and national level. Open the Departmental Emergency Operations Centre at 300 Slater Street, room 1400. Upon the request of a provincial government, Industry Canada Telecommunications will provide telecommunications support and resources, and locate international resources as required.

As part of the alert notification, or shortly thereafter, the lead department may activate the National Support Centre. Industry Canada (Telecommunications) will participate in the Executive Group (ADM/SITT), Co-ordination and Operation Group (DRP & DRP-E), and as necessary in the Public Affairs and Technical Advisory Groups.

The lead minister may implement the National Support Plan, thereby authorising emergency expenditures. If special powers are needed the government may recommend to Parliament the declaration of an emergency under the *Emergencies Act.* If the Emergency Act is invoked and if the emergency exceeds the department's capacity to manage the crisis within its existing legislation, the Minister of Industry may recommend National Emergency Arrangements.
Should the National Support Plan be officially implemented or a national emergency declared in accordance with the Emergencies Act the National Manager will notify concerned offices within the department.

It is unlikely that the fundamental structure of Industry Canada (Telecommunications) will be drastically changed, however a certain reorganization of resources may be required depending on the magnitude and location of the emergency.

Industry Canada (Telecommunications) in Non-Affected Regions

Pre-identified Regional and District Office staff in other parts of Canada, will activate emergency plans. If it is clear that the disaster is of catastrophic proportions, these staff members should not wait to be notified to act. They should immediately and without awaiting instruction:

a) take steps to provide support to the affected region in accordance with pre-planned objectives and standard operating procedures;

b) ensure Emergency Telecommunications Officer and/or alternates can be reached at pre-identified emergency telephone numbers;

c) establish contact with pre-identified equipment suppliers and shipping agents in the region and confirm 24/7 arrangements; and

d) Emergency Operations Centre in Ottawa will co-ordinate Emergency Support Functions and provide status report to regional staff in non affected regions.

RESOURCES

The resource requirements (money, personnel, equipment and facilities) committed to the response will be contingent on the severity and nature of the emergency and will escalate as the impact and demands on the department are known.

Industry Canada normally facilitates the provision of telecommunications equipment & services to responders under a cost recovery policy. An emergency situation may require that decisions be made quickly with little or no hierarchical consultation, owing to the precarious telecommunications means available at the time. These decisions could, in serious cases, result in the commitment of significant amounts of money. Industry Canada (Telecommunications) has developed a directive on delegation of spending authority in case of emergency situations.

RESPONSIBILITIES: PRIMARY DEPARTMENT (INDUSTRY CANADA)

Industry Canada may:

a) provide advice and assistance to federal departments and agencies with respect to the telecommunications requirements of their Emergency Support Functions or related emergency plans;

b) provide advice and assistance to provinces and municipalities with respect to emergency telecommunications;

c) provide reports to the National Support Centre on the status of telecommunications facilities in the affected area;

d) co-ordinate priorities for re-establishing essential telecommunications services in co-operation with provincial authorities;

e) co-ordinate an emergency broadcast services using the facilities of the Canadian Broadcasting Corporation and privately owned networks and stations;

f) co-ordinate the acquisition of telecommunications equipment and services for federal departments with response or support functions. In response to requests from provincial authorities, provide information on possible sources of telecommunications materiel needed to replace, restore, maintain or expand essential services, and assist in the expeditious acquisition and delivery of materiel;

g) provide advice and assistance to private or public telecommunications undertakings in mitigating the disruptive effects of the disaster on domestic and external telecommunications;

h) co-ordinate essential civil telecommunications resources (except those operated by the Canadian Forces, the Royal Canadian Mounted Police and the Department of External Affairs and International Trade) to achieve identified emergency related objectives;

i) establish contact with available telecommunications experts who may advise and assist federal, provincial and municipal response/support agencies and identified non-government organizations;

j) use new technologies and existing programs: Priority Access to Dialing, Cellular Priority and Prompt provision of emergency telephone lines at the scene of a disaster to ensure the availability of telecommunications to meet federal/provincial and municipal requirements during periods of system overload or degradation;

k) establish an interim organisational structure to accelerate emergency spectrum

l) management activities including assigning temporary frequencies, authorising the operation of radio stations and mitigating radio interference;

m) maintain a log of all emergency telecommunications requests and actions taken and a record of all transactions performed on behalf of third parties in accordance with Treasury Board financial policies and procedures; and

n) co-ordinate Canada/US mutual aid and other international requirements.

RESPONSIBILITIES: SUPPORT DEPARTMENTS

Responsibilities are developed through discussion with the following departments:

Canada Customs and Revenue Agency (US Canada Mutual Aid)
Environment Canada (Meteorology)
Fisheries and Oceans Canada(Telecommunications)
Foreign Affairs and International Trade (International)
Human Resources Development Canada(US Canada Mutual Aid)
National Defence (Telecommunications, and Transportation & Logistic)
Public Works and Government Services Canada (Purchase & Location of Equipment)
Solicitor General of Canada (Security and Information)
Transport Canada (Transportation)

EMERGENCY SUPPORT FUNCTION: TRANSPORTATION

Primary Department: Transport Canada

Support Departments: All Departments represented at the National Support Centre

Non-Government Agencies:

Airport Authorities
ATAC (member airlines)
Motor Carriers
NAV Canada
Port Authorities
Railways
Shipping Associations
St. Lawrence Seaway Authority

Central Agencies:

Justice Canada
Privy Council Office
Public Service Commission
Treasury Board

INTRODUCTION:

General

In a catastrophic public welfare emergency, it is assumed that the response will be beyond the capability of the provincial or territorial governments to manage. Transport Canada has developed emergency plans, procedures, and a concept of operations to ensure the effective and efficient operation of federal transportation systems and facilities that are essential to the national transportation system during a national emergency. Transport Canada has developed agreements with stakeholders to facilitate access to and co-ordination of transportation resources.

In an emergency, both the national and regional Transport Canada Situation Centres will be activated to provide co-ordinated national support to the national response efforts of the Federal Government. Internally, Transport Canada will also ensure the resumption of its essential services.

Purpose

This document describes the concept of operations enabling the effective mobilization and use of the nation's federally regulated transportation resources to mitigate the effects of a catastrophic public welfare emergency during the response phase. It does not describe the activities necessary for the recovery phase.

Scope

The scope of this Emergency Support Function applies to all federally regulated transportation resources in Canada and international resources requested or offered to respond to a provincial transportation request. It will apply to personnel assigned from Transport Canada, including Crown Corporations, to work with the federal emergency response organization either in the National Capital Region or in the field agency established in the affected province and/or adjacent province.

ASSUMPTIONS:

General

Portions of the national transportation system will survive the catastrophe.

The status of regional resources will be unknown in the first hours following a catastrophic event.

Transport Canada personnel in the disaster area will have suffered injury or death or be otherwise unavailable to participate in the regional response.

Initial assessment of transportation facilities and operations will be critical to the effective movement of goods and services into the disaster area.

Transport Canada will rely on its internal emergency communications systems (MSAT – (Mobile Satellite)) to determine its status and ability to link with other Federal/Provincial Operations Centres.

Transport Canada may be required:

- to assist the province in co-ordinating regional transportation response and external requests for transportation services;
- to assist the OCIPEP through provision of expertise to the Co-ordination and Operations Group;
- to activate its Headquarters and Regional Emergency Support Plans;
- to liaise with Joint Federal/Provincial Operations Centres;
- to activate its Transport Canada Headquarters Situation Centre and Transport Canada Regional Situation Centres; and
- to co-ordinate transportation requirements of other departments and agencies, and to

provide transportation system status information to both government and public.

Access to transportation nodes will be critical and will require co-ordinated and priority repair to support the national transportation system. The availability of access to transportation nodes will affect, in a direct ratio, the effectiveness of the movement of goods and persons into and out of the disaster area.

Ownership and operation of civil transportation resources will not change unless Part 1 of the Emergencies Act is invoked.

POLICY AND LEGISLATION:

It is the policy of Transport Canada to develop and test emergency support plans for all types of emergencies. Further, Transport Canada will ensure the readiness of Headquarters and Regional Situation Centres. This policy is in accordance with the ministerial requirements established in the Emergency Preparedness Act (1988) and is described in Transport Canada's Emergency Preparedness Policy and Concept of Operations.

CONCEPT OF OPERATIONS:

Co-ordination

Transport Canada's initial response will be to determine the availability of resources to support the federal and provincial public welfare response and co-ordinate, with industry and the Department of National Defence, appropriate staging areas for priority movement of goods and services requested by the provincial authority.

The Minister of Transport is responsible for co-ordinating and facilitating civil transportation services in support of a national response to a request from a Province for assistance in dealing with the effects of a catastrophic emergency. Gateways for the various transportation modes will need to be established early in the federal response effort. Advance Holding Zones and Distribution Points will be established taking into account the Logistics Plan as co-ordinated by the Department of National Defence.

The Transport Canada Situation Centre will be activated and communications established and maintained with its regional counterparts, OCIPEP and appropriate private sector agencies, other governments and international organizations. The Transport Canada Situation Centre is responsible for information gathering, analysis, dissemination and co-ordination as well as making recommendations to senior management as established in the Department's Concept of Operations and Emergency Preparedness Policy. All emergency activities pertinent to the Headquarters of Transport Canada should be channeled through this facility. Regional Crisis Management Committees will be established by the Regional Directors-General as required.

Alert/Notification

A number of functional areas within the Safety and Security Group, having response obligations, operate a 24 hour/7 day monitoring and response system for reporting of emergencies into the Department at both the National and Regional levels. Upon notification by OCIPEP or other sources, of an emergency, the first designated officer alerted will initiate an inter- and intra-departmental notification of activation of the appropriate Situation Centres.

RESOURCES

The resource requirements (money, personnel, equipment and facilities) committed to the response will be contingent on the severity and nature of the emergency and will evolve with the understanding of the impact and demands put on the department by the emergency. Transport Canada personnel are committed, as part of the National Plan, to support OCIPEP at the Headquarters and Regional levels with appropriate staff to attend to transportation issues.

RESPONSIBILITIES: PRIMARY DEPARTMENT

- Provision of a safe and accessible transportation system for the movement of goods and persons necessary for the response to an emergency.

- Implementation of the departmental support plan to provide advice and facilitate transportation issues in the resolution of provincial requests and federal needs.

- Co-ordination of federally arranged/regulated civil transportation resources in accordance with the requirements and priorities established by the lead Minister and approved by the Minister of Transport based on senior management recommendation.

- Provision of information and guidance to stakeholders on the status of the National Transportation System and the impact of the emergency.

- Co-ordination of the re-establishment of essential transportation facilities and services necessary to respond to the catastrophe.

- Implementation of the Headquarters or regional Business Continuity Plan as required to ensure essential services are available to clients and that employee welfare issues are resolved.

- Maintenance of effective liaison with the United States Transportation Agencies.

- Identification of priorities for repair, replacement, reactivation and augmentation of the national transportation network, facilities, equipment or transport resources.

RESPONSIBILITIES: SUPPORT DEPARTMENTS

Transport Canada will require assistance from the following support departments to ensure a co-ordinated approach during an emergency:

Canada Customs and Revenue Agency
Citizenship and Immigration Canada
Department of National Defence
Environment Canada
Fisheries and Oceans Canada
Foreign Affairs and International Trade
Health Canada
Industry Canada
Public Works and Government Services Canada
Solicitor General of Canada

COLLATERAL DEPARTMENT: CANADA CUSTOMS AND REVENUE AGENCY

GENERAL

The role of Canada Customs and Revenue Agency in an emergency is to support federal, provincial and municipal organisations in responding to the emergency. To this end, tariff item 9993.00.00 and the **Goods for Emergency Use Remission Order** expedites the temporary importation of goods from other countries[1] across the border in response to an imminent or actual emergency. Customs Inspectors at each border crossing are to assess the situation as it develops and ensure that the necessary goods are imported as quickly as possible. Note: This section does not apply to the trans-border movement of emergency personnel. Provisions for such movement will be covered elsewhere by Citizenship and Immigration Canada.

POLICY AND LEGISLATION

Tariff Item 9993.00.00 allows for the duty free temporary importation of goods into Canada as long as the goods are not imported for sale, lease, further manufacturing or processing. The tariff item also allows the Minister of National Revenue to prescribe those conditions under which goods consumed or expended while in Canada may remain duty free. Under the Temporary Importation Regulations (Tariff Item 9993.00.00), proof of exportation is not required in respect of goods consumed in response to an emergency.

The Goods for Emergency Use Remission Order relieves the requirement to pay all taxes paid or payable under Division III of Part IX (the Goods and Service Tax) and under any other part of the Excise Tax Act on goods imported temporarily into Canada that are goods required for an emergency. The Order requires that all goods not consumed or destroyed during the emergency be exported when no longer required. In addition, the Order relieves the requirement to pay GST and excise taxes on goods that are consumed or destroyed during the emergency.

PROCEDURES

The following procedures will apply in the case of declared emergencies, however, in the event that a formal declaration has not been issued, Customs Officers at the port of entry will be expected to assess the situation as it develops and to act accordingly. That should involve, if time permits, consultation with senior Customs Officials at the Regional or National level and, if further doubt exists, with local civil emergency organisations, fire, police departments, etc.

In the event of an identified emergency, it will be the responsibility of the affected Customs Officer(s) to expedite clearance as quickly as possible. Whenever possible a simple blotter record of

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[1] Only refers to importation of goods across the international boundary. Questions related to the movement of emergency materiel across provincial boundaries should be referred to Provincial Emergency Measures Organisations.

Form E29B, Temporary Admission Permit, is to be kept describing the goods in general terms, and no security deposit is to be collected. The issuance of Form E29B can also be made after the fact, depending on the circumstances.

In cases where the emergency situation requires release of goods where Customs Officers or R.C.M. Police are not in attendance, a record kept by a responsible official such as a Chief of Police, Mayor, a representative of the provincial government or other such individual charged with the responsibility of directing the emergency response will be accepted for the purpose of completing Form E29B.

Under either scenario, the Form E29B is cancelled whenever an official or responsible person involved can provide evidence that the goods have been expended or destroyed in resolving the emergency or have been exported from Canada.

Following an emergency, goods consumed or destroyed in Canada may be accounted for on a Canada Customs Coding Form B3. Tariff Item 9993.00.00 allows the goods to be imported duty free while the Goods for Emergency Use Remission Order relieves the requirement to pay the GST and any excise taxes that would otherwise be owing. To claim this relief 9993 has to appear in the tariff code field of the B3 and a special authorisation code (tbd) has to appear in the Special Authorities Field of the B3. A certified Identification of Goods Exported or Destroyed, Form E15, or a statement signed by a responsible individual attesting to the destruction or consumption of the goods in Canada should be attached to the Form B3.

COLLATERAL DEPARTMENT: INDIAN AND NORTHERN AFFAIRS CANADA

GENERAL

Indian and Northern Affairs Canada (INAC) is responsible, in an emergency, to advise and support federal and provincial organisations in responding to an emergency in First Nation communities.

POLICY

Under the Emergency Preparedness Act, INAC is responsible for developing and maintaining, or supporting the development and maintenance of, civil emergency plan for mitigating the effects of emergencies on Indian lands/reserves for which the department has legal responsibility under the Indian Act, including arrangements for temporary community evacuations and for the provision of assistance by Provincial and Territorial emergency services (lead role). INAC has enlisted, through various arrangements, the assistance of Provinces and Territories to provide immediate response to any emergency that escalates beyond the community's capacity to respond.

RESOURCES

The core group within INAC will most likely comprise the Director, Administrative Services, in consultation with appropriate senior management and the Departmental Emergency Preparedness Co-ordinator and Regional Emergency Preparedness Co-ordinators. Other individuals including senior managers at headquarters and regions may be involved as required.

PROCEDURES

When the National Support Plan is activated by a declared emergency, INAC will send a representative to the National Operations Centre to liaise with and provide advice to: First Nation organisations, other federal Departments, Provincial/Territorial governments, INAC headquarters and regions.

COLLATERAL DEPARTMENT: PRIVY COUNCIL OFFICE

GENERAL

The Privy Council Office (PCO) is responsible for supporting the Prime Minister and Cabinet and for overseeing the machinery of federal government. It assists in co-ordinating any new policy or legislation to Cabinet. It keeps the Prime Minister informed as to emergency preparedness matters and responses to particular emergencies, and ensures that the Prime Minister□s personal leadership, when warranted, is effectively co-ordinated with the response efforts of the federal lead department and/or the National Support Centre.

RESOURCES

The core group within PCO will most likely comprise: the Deputy Clerk and managers and officers from the Foreign and Defence Policy (FDP), the Communications & Consultation (C&C), and the Economic and Regional Development Policy (ERDP) Secretariats. The Clerk, the Deputy Minister for Intergovernmental Affairs and other senior managers may be involved as required.

CONCEPT OF OPERATIONS

At the onset of an emergency, PCO will expect OCIPEP/Department of National Defence or the designated lead department to convene departments to agree on respective roles, seek full co-operation and activate a National Support Centre if appropriate. PCO will provide support to this process and will intervene if any duplication or gap in responsibilities arises.

PCO will keep the Prime Minister and the Minister for Intergovernmental Affairs fully informed throughout the emergency.

Should it be appropriate to identify or designate an agency other than Department of National Defence, or a Minister other than the Minister Responsible for Emergency Preparedness, as lead in response to an emergency, PCO will obtain the necessary approval or decision of the Prime Minister. If necessary, PCO will help to negotiate an appropriate *ad hoc* mechanism with any lead Minister designated to ensure that OCIPEP/ Department of National Defence can provide him/her with information and advice directly.

During an emergency, provincial authorities will probably operate at the highest level and may seek to deal directly with the Prime Minister, the Minister of Intergovernmental Affairs, the Clerk of the Privy Council or the Members of Parliament from the affected province. In addition to steering communications of a routine or technical nature to a more appropriate level, PCO will help co-ordinate relations between senior provincial authorities and the lead minister, lead department and/or the National Support Centre.

PCO (Communications & Consultation Secretariat) will play a role in defining national communications policy and requirements during an emergency. PCO will also assume management of communications during major emergencies (as defined by PCO Communications in consultation with OCIPEP/ Department of National Defence) and will call for the resources it requires - initially from OCIPEP/ Department of National Defence and ultimately from other Departments depending on the level of their involvement in the emergency.

PART 3

FOREWORD

These Standing Operating Procedures are designed to complement the National Support Plan and have been written to outline the functions of the various components of a National Support Centre and the procedures by which they will accomplish these functions.

Although written for operations within Emergency Preparedness Canada, with very minor changes these Standing Operating Procedures can be adjusted to suit the circumstances of any institution which has been assigned a Lead role for the federal response to an emergency and which has adopted the generic National Support Plan as the basis of its arrangements.

To derive the maximum benefit from actual experience, federal institutions which employ these Standing Operating Procedures for real emergencies and find inadequacies in the arrangements should advise recommended changes to the Director Emergency Programs and Exercises, Emergency Preparedness Canada, who will determine if the revisions should be incorporated into this document for the profit of other users of the Plan.

EMERGENCY PREPAREDNESS CANADA
122 Bank Street
Ottawa, Ontario
K1A 0W6

SOP 1 -LEAD ROLE AND THE NATIONAL SUPPORT CENTRE STRUCTURE

Lead Role

1. In accordance with "A Federal Policy for Emergencies", there will always be a lead Minister and institution[1] for the federal response to emergencies.

Purpose of a National Support Centre

2. A National Support Centre or selected components of it shall coordinate the national support to the affected province(s), territory(ies) or foreign country during a specified emergency.

3 A National Support Centre should be viewed as a complete operations centre containing the elements necessary to receive, process and arrange delivery of requested support, and to keep the government appraised of circumstances.

4. When a National Support Centre is established in Emergency Preparedness Canada facilities, the Government Emergency Operations Coordination Centre will carry out the initial notification and alerting procedures, and will deliver the initial situation briefing. Subsequently, the staff of the Government Emergency Operations Coordination Centre will support and become part of the National Support Centre; it will also continue its normal role of monitoring and information gathering on events taking place in the rest of the country.

Composition

5. The components listed below will make up the National Support Centre, and are shown schematically in Figure 1 on page 4. Each component has a Standing Operating Procedure dedicated to it:

a.	Executive Group	SOP 3
b.	Coordination and Operations Group	SOP 4
c	Technical Advisory Group	SOP 5
d.	Public Affairs Group	SOP 6
e.	Financial and Administrative Support	SOP 8
f.	Legal	SOP 9
g.	Liaison Officers	SOP 10
h.	Telecommunications	SOP 11

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[1] Unless and until designated otherwise, the lead Minister referred to in this Framework shall be the Minister Responsible for Emergency Preparedness (MREP) and the lead department referred to in this Framework shall be the Department of National Defence (DND) as represented by Emergency Preparedness Canada (EPC).

i. Logistics Operations Management Cell SOP 12

All or any of the above structure may be implemented by competent authority as discussed in SOP 2.

In addition, the following are the subjects of Standing Operating Procedures:

j. Routing and Distribution of Information in the National Support Centre SOP 7
k. Emergency Staff Roster SOP 13
l. Silent Hours Access List SOP 14

6. It should be noted that:

a legal advice (SOP 9) may be sought by any component as required, and

b. liaison officers (SOP 10) from any provinces, non-governmental organizations, the United States, and international bodies [such as the United Nations] may be accredited to a National Support Centre.

Location

7. When the Minister Responsible for Emergency Preparedness is the lead Minister, a National Support Centre will operate from the facilities at:

Emergency Preparedness Canada
2nd Floor, Jackson Building
122 Bank Street
Ottawa, Ontario.
K1A 0W6

Telecommunications

8 The following are telephone-based:

Telephone: 613-991-7000 (Unclassified)
613-991-7008 (Classified)

Facsimile: 613-996-0995 (Unclassified)
613-991-7094 (Classified)

9. The internal electronic mail (Email) system of Emergency Preparedness Canada is connected to

the INTERNET. Any member of Emergency Preparedness Canada Headquarters can be contacted as follows:

INTERNET Address:
GIVENNAME.FAMILYNAME@EPC-PCC.GC.CA

10. A schematic depiction of a National Support Centre is found at FIGURE 1 on the next page.

Figure 1: National Support Centre

Notes:

- The Committees of Ministers and Deputy Ministers above the National Support Centre in Figure 1 are depicted here as mechanisms through which the Government could collectively manage a complex emergency of national proportions.

- The Telecommunications, Reports Section, Disaster Information Centre and Finance and Administrative Support serve all Groups, including the Logistics Operations Management Cell if it is extant.

SOP-2: ALERTING, BRINGING A NATIONAL SUPPORT CENTRE INTO OPERATION, OPERATIONS OVER EXTENDED PERIODS, AND COMMITTEES

Alerting[2]

1. The lead institution, upon determining or confirming that an emergency is imminent or has occurred, is responsible for initiating all appropriate alerting systems. This will include alerting the member institutions of the National Support Centre to direct appropriate employees to report, or be prepared to report, for urgent duty at a specified location and time.

2. When the Minister Responsible for Emergency Preparedness is the lead Minister, Emergency Preparedness Canada's Government Emergency Operations Coordination Centre will follow the alerting systems prescribed in contingency-specific plans and its own Standing Operating Procedures. Care must be taken to ensure that all Directors of Emergency Preparedness Canada Headquarters are alerted. They in turn will advise their officers and support staffs as they deem necessary.

3. The process of bringing a National Support Centre, or any part of it, into operation is referred to as "activation"; the disbandment of the Centre, or any part of it, is called "de-activation".

4. An emergency support plan may be "implemented" to facilitate federal response to a specific emergency. When the emergency response is deemed to have been concluded - or at any other time - implementation of the plan will be "terminated".

Activating and De-activating a National Support Centre

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[2] The lead institution must maintain a current list of designees with contact numbers, and a copy must be sent to their operations or situation centre. This list will be used to activate the Groups and support structure as required by the emergency.

5. A National Support Centre is an organization which is brought into operation to coordinate federal support to a province/territory which is responding to an emergency. A National Support Centre is generally activated in anticipation of the implementation of a plan. A decision to activate a National Support Centre may readily be cancelled since the action required is either no-cost or low-cost.

6. A designated senior official of the lead institution will be responsible to activate a National Support Centre or any part thereof. When the Minister Responsible for

Emergency Preparedness is the lead Minister, the designated official is the Executive Director, Emergency Preparedness Canada.

7. The process of **activating** a National Support Centre has the following steps:

a. (1) When the GEOCC becomes aware of the occurrence of an emergency which will require the involvement of the federal government to provide support to an affected province, or of a situation with the potential to develop into an emergency requiring federal involvement, the GEOCC will advise the EPC Chief of Operational Programs (COP).

(2) The COP will consult with the EPC Director Emergency Programs and Exercises (DEPE) concerning a recommendation to activate the National Support Centre (NSC), or some portion of it.

(3) COP will then present the recommendation resulting from this consultation to the EPC Director General Readiness and Operations (DGRO), who will consult with the Executive Director, Emergency Preparedness Canada and the designated official of the lead institution on the requirement/advisability of activating the NSC or any element of it.

(4) When the Minister Responsible for Emergency Preparedness is the lead Minister, the Executive Director Emergency Preparedness Canada will make the decision regarding activation.

b. Once a decision to activate has been made, the lead institution will notify the following that a National Support Centre (or specified elements of it) is to be activated at a specific time and location, using the word "activate" or some variant of it:

(1) heads of the affected components of the National Support Centre;
(2) the Privy Council Office;
(3) federal institutions and non-government organizations with primary and collateral responsibilities in the plan; and,
(4) the Government Emergency Operations Coordination Centre.

c. The Government Emergency Operations Coordination Centre will notify:

(1) key individuals of Emergency Preparedness Canada Headquarters;
(2) Regional Directors Emergency Preparedness Canada, starting with those most directly affected; and,
(3) if appropriate, individuals on the Emergency Preparedness Canada Reserve List;

using and emphasizing the word "activate" or some variation of it. The notification will specify the time and location of activation, and will include any other pertinent information.

8. **De-activation:** All or specified parts of a National Support Centre may be de-activated by the appropriate official of the designated lead institution. All elements of the National Support Centre shall be notified, under arrangements directed by the designated official of the lead institution. When the Minister Responsible for Emergency Preparedness is the lead Minister, the Executive Director Emergency Preparedness Canada will make the decision regarding de-activation.

Implementation and Termination

9. The authority to **implement** an emergency support plan can only be granted by the Lead Minister, the Prime Minister or Cabinet. This authority extends to the expenditure of resources by federal institutions.

10. With the agreement of the Executive Group of the National Support Centre, the designated official of the lead institution [who is probably the Chairperson of the Executive Group], will seek approval for implementation of the specified plan from the lead Minister, using the procedures of the lead institution.

11. The lead institution will notify all affected institutions - federal, provincial and non governmental organizations - of authority to implement the plan. This will be done by the Executive Group Staff Officers. The implementation notification should specify the authority approving implementation, and the effective time and date of implementation. The word "implement" or some variation of that word must be used.

12. **Termination** will only be directed by the authority which approved implementation. Executive Group Staff Officers will notify all institutions of the decision to terminate implementation of the plan. This notification must identify the authority directing termination and the effective times and dates. The word "terminate" or some variation of that word must be used and emphasized in the notification.

Operations over Extended Periods

13. Extended operations can exhaust staffs very quickly unless sensible work mechanisms are put in place. Lead institutions must define how intense, extended operations will be accomplished. Experience has shown that shifts of eight hours are reasonable. A pragmatic shift system involves four, eight-hour shifts. The fourth shift is in effect a swing-shift, which means each shift has a rest period every fourth shift, and each shift begins eight hours later than the last start-time for that group.

14. For planning purposes, when the Minister Responsible for Emergency Preparedness is the lead Minister, the National Support Centre will operate based on four, eight hour shifts when 24/7 operations have been judged necessary.

Existing Emergency Preparedness Committee Structure

15. Civil emergency preparedness in Canada includes a federal structure of policy advisory, planning, and operations coordinating committees and, to the extent practicable, these should be used as the basis for the Groups of the National Support Centre. Mention will be made in these Standing Operating Procedures of the appropriate existing committee for Groups.

SOP 3 - EXECUTIVE GROUP

Role

1. The Executive Group:

   a. will be responsive to the direction of the Prime Minister, a designated lead Minister, or any committee of Ministers or Deputy-Ministers established or mandated to oversee the federal response to an emergency;

   b. is the senior coordination, decision-making and conflict resolution group of a National Support Center;

   c. will initiate activities and provide direction to manage effectively the national support effort and will make any major decisions not able to be made by any other component of a National Support Center;

   d. provides strategic and policy direction to its supporting groups within a National Support Center, normally based on recommendations from these Groups; and

   e. provides policy guidance to a Federal Coordinating Officer(s) appointed to coordinate the federal effort in the affected area(s).

Composition

2. The Executive Group will be chaired by the Deputy Minister from the lead institution. It is recommended that a deputy chairperson also be appointed. When the Minister Responsible for Emergency Preparedness is the lead Minister, the chairperson shall be the Deputy Minister of National Defence and the deputy chairperson shall be the Executive Director, Emergency Preparedness Canada. (see Annex A)

3. The membership of the Executive Group should be based on that of the Emergency Preparedness Advisory Committee, the senior committee that provides advice on emergency preparedness matters to the Minister Responsible for Emergency Preparedness. Additional federal institutions may be asked to participate when required. If a Committee of Deputy Ministers is extant for the emergency, as a minimum the Executive Group must have representation from the same institutions.

4. Each federal institution will send a senior representative, preferably at the Assistant Deputy Minister level, to serve on the Executive Group. Representatives should be authorised to speak and generally to commit resources for their parent organisation. Non-governmental organisations involved in providing support may be invited to appoint a senior official.

5. The National Operations Co-ordinator, the Chairperson of the Public Affairs Group, and the Facilitator for the Technical Advisory Group will attend all Executive Group meetings in an advisory capacity, unless specifically exempted.

6. By invitation, the Executive Group may be augmented by officials from other institutions, organisations and governments which do not have assigned responsibilities but which do have resources, capabilities or expertise of significant value to the national support effort.

7. The Executive Group will include Staff Officers who will support the Chairman of the Executive Group by:

a. preparing agendas and co-ordinating briefings for the Executive Group;

b. recording decisions or recommendations made by the Executive Group;

d. researching problems and issues on behalf of the Executive Group as directed by the Chairperson.

Method of Operation

8. Upon activation by an official of the lead institution, the appointed Chairperson will assume the responsibilities for the Executive Group.

9. The Executive Group members will be notified, through arrangements made by the lead institution, of the event which caused the NSC to be activated and will be requested to report at a time and place designated by the Chairperson. The Executive Group will meet on an as-needed, as-arranged basis, as required by the Chairperson.

10. The initial situation briefing will be presented to the Executive Group at a time and place to be designated by the Chairperson of the Executive Group. Subsequent situation briefings will be provided as requested by the Chairperson.

11. The Executive Group may request that liaison officers be attached to the National Support Centre, and may send liaison officers to other appropriate locations including other jurisdictions and foreign nations.

SOP 3: Annex A - DUTIES OF THE CHAIRPERSON OF THE EXECUTIVE GROUP

Position: Deputy Minister of National Defence when DND/EPC is the Lead Federal Agency (LFA)

1. The Chairperson of the Executive Group:

   a. co-ordinates the national response to the emergency;

   b. advises the Minister Responsible for Emergency Preparedness regarding the implementation of the appropriate plan(s);

   c. advises the Minister Responsible for Emergency Preparedness, and Cabinet, as required, on emergency response policy and strategy and on major issues arising from the emergency;

   d. appoints a deputy chairperson, and unless another is designated, the Executive Director, Emergency Preparedness Canada will assume that position;

   e. if necessary to meet the demands of an emergency, co-ordinates the preparation and submission of documentation and ensures appropriate consultation with the affected province(s) to seek invocation of the *Emergencies Act*;

   f. oversees arrangements for contacts, (including sending and/or receiving liaison officers) with international organisations; and

   g. represents the National Support Centre at meetings of committees of Deputy Ministers or Ministers organised by the Privy Council Office.

SOP 3: Annex B - DUTIES OF THE STAFF OFFICERS TO THE EXECUTIVE GROUP

Position: Planning Co-ordinators of EPC/DEPE, when DND/EPC is the Lead Federal Agency (LFA)

Duties:

a. Preparing agendas for Executive Group meetings;

b. Acting as rapporteur for meetings of the Executive Group, taking notes, and preparing the summary record which records decisions and recommendations;

c. Distributing documents to other parts of the NSC and to higher level committees;

d. Co-ordinating situation briefings for the Executive Group;

e. Researching problems and issues as directed by the Chairperson of the Executive Group; and

f. Representing the NSC at Other Government Department's briefings and meetings, as directed by the chairperson.

SOP 4 - COORDINATION AND OPERATIONS GROUP

Role

1. The Co-ordination and Operations Group:

   a. is chaired by the National Operations Co-ordinator;

   b. advises, and receives direction from, the Executive Group, through the National Operations Co-ordinator;

   c. provides immediate functional assessment and advice, liaison with member's institutions, other functionally-relevant organisations; and

   d. provides the response co-ordination and information activities managed by National Support Centre;

   e. co-ordinates, expedites and records national support to an affected area by acting as an interdepartmental forum;

   f. provides national reporting on the status of response activities.

   g. maintains contact with federal Emergency Support function primary and supporting departments, other federal institutions; provincial/territorial operations centres, non-governmental organisations, governments of other countries, international agencies and the private sector (eg, industry, universities, etc)

Composition

2. The Co-ordination and Operations Group will be led by a senior official of the lead institution who will be appointed as the National Operations Co-ordinator. Because of 24/7 operations, a Deputy National Operations Co-ordinator should be appointed for each shift. The National Operations Co-ordinator [and each shift-Deputy] is also the principal Staff Officer for the entire National Support Centre. When the Minister Responsible for Emergency Preparedness is the lead Minister, the National Operations Co-ordinator will be the Director General Readiness and Operations, Emergency Preparedness Canada. See Annex A for duties.

3. The membership of the Co-ordination and Operations Group should be based initially on that of the Interdepartmental Co-ordinating Committee.

4. Each federal government institution and non-governmental organisation with assigned

responsibilities will send representatives to this Group. These officials must have authority, or the ability to access easily those with the authority to make basic operational decisions on behalf of their organisations. Officials at Director or Manager level are recommended.

5. The Co-ordination and Operations Group may include a Disaster Information Centre if required.

Method of Operation

6. Upon activation of the National Support Centre, an appointed official of the lead institution will assume the role of National Operations Co-ordinator.

7. Under the arrangements of the lead institution, the Co-ordination and Operations Group members will be requested to report to the National support Centre location at a time specified. When the Minister Responsible for Emergency Preparedness is the lead Minister, notification will be done by the Government Emergency Operations Co-ordination Centre of Emergency

Preparedness Canada, and the Co-ordination and Operations Group members will be directed to report to the Emergency Operations Centre Conference Room.

8. The arrangements of the lead institution should include the requirement for an initial briefing to the Co-ordination and Operations Group. When the Minister Responsible for Emergency Preparedness is the lead Minister, this briefing will be presented by the staff of the Government Emergency Operations Co-ordination Centre. See also paragraph 17.b. below.

9. The Co-ordination and Operations Group, or portions thereof, will meet on an as-needed basis, at times to be determined by the National Operations Co-ordinator. During the initial response phase this Group may meet in continuous session.

10. Members of the Co-ordination and Operations Group will be responsive to the National Operations Co-ordinator or deputy but will remain responsible to their respective departments.

11. The Co-ordination and Operations Group should be made aware of all requests for assistance from the affected province or territory, and of all offers of materiel or assistance from domestic or foreign sources. A request received directly by federal departments, or by contiguous provinces or other agencies, should be copied to the Co-ordination and Operations Group together with an indication of the initiatives taken by the recipient to satisfy the request.

12. Each request for assistance received by the Co-ordination and Operations Group will be given an identifying number and entered into a status log. The status of actions to fulfil each request will be regularly updated until complete. Outstanding requests and related action reports will be the focus of Co-ordination and Operations Group deliberations.

13. The Logistics Operations Management Cell shall be kept aware of all requests for assistance through its representative on the Co-ordination and Operations Group so that movement of resources can be properly co-ordinated.

14. Specifically, the Co-ordination and Operations Group:

a. must be capable of continual operations, 24 hours a day, seven days a week , for an extended period;

b. will be convened by the National Operations Co-ordinator into plenary forum to receive up-date briefings and review or formulate integrated action strategies for fulfilling requests, plus assessments and recommendations for the consideration of the Executive Group. Such plenary sessions should be pre-scheduled to facilitate any necessary additional departmental representation for specific topics;

c. may be augmented by officials from other organisations and governments which have resources, capabilities or expertise of value to the national support effort; and,

d. will be provided clerical assistance from the Finance and Administrative Support component.

15. A National Support Centre may include a **Disaster Information Centre**, as part of a Disaster Information System, to provide information to all national support agencies concerned with the two prime aspects of the situation - casualty and damage information;

Note: The remainder of the Disaster Information System is comprised of Regional Centre(s) to provide operational information support to all federal government regional activities. The Regional Centre(s) will be collocated with the officials of the affected province(s) or territory(ies).

a. The degree of activation and implementation of the Disaster Information Centre may vary from full to only partial. This decision will be made by an official of the lead institution when:

(1) preliminary reports indicate that it is required; or

(2) telecommunications are lost abruptly with any populated area in Canada and seismic readings reported by Canadian or United States geological departments reveal that an earthquake has occurred. *[Earthquakes are judged to be the most likely cause of an abrupt, significant disruption of telecommunications that cannot quickly be bypassed or restored.]* Loss of telecommunications would be confirmed by contacting [*inter alia*] the Transport Canada Crisis Centre regarding the status of air traffic control in the suspected region.

(3) The Disaster Information Centre will collect, collate, and disseminate disaster area casualty and damage, and response status information; and, prepare briefings as required.

16. Normally, communications will come directly into a National Support Centre. When the National Support Centre is established in Emergency Preparedness Canada facilities:

a. communications may be received by the Government Emergency Operations Coordination Centre. These will be logged then passed to the Staff Officer to the National Operations Co-ordinator and, as appropriate, the Disaster Information Centre for their actions;

b. while the Disaster Information Centre is part of the Coordination and Operations Group, it may be operated by the staff of the Government Emergency Operations Coordination Centre.

17. **Briefing Format and Frequency**

a. Briefings to the Executive Group and the Coordination and Operations Group may be a mix of presentations supported by slides, geographic information system displays, edited video clips, and status reports generated on a computer. When the National Support Centre is established in Emergency Preparedness Canada facilities, the closed-circuit television system can transmit information throughout Emergency Preparedness Canada Headquarters and through an external audio/video hook-up to the Privy Council Office.

b. The initial oral briefing will be provided to the Coordination and Operations Group by an appropriate official of the lead federal institution when the Chairperson determines sufficient members are present. When the National Support Centre is established in Emergency Preparedness Canada facilities, the initial briefing will be done by the Senior Operations Officer of the Government Emergency Operations Coordination Centre. The content will cover as many subjects as possible in the format contained in Annex B attached.

c. Subsequent briefings will be prepared by the Disaster Information Centre and the Reports Section, and times will be determined by the flow of information from the disaster area along with the practical consideration of the time differential between the disaster area and the National Support Centre. For planning purposes briefings should be scheduled for the beginning of each shift and mid-way through each shift if necessary.

d. New and pertinent developments requiring Coordination and Operations Group action will be communicated as quickly as possible after receipt.

18. **Daily Situation Reports**

a. Federal institutions, provincial ministries and non-government organizations participating in the response and support efforts will prepare daily Situation Reports (SITREPs) and send them by electronic means if available, or by courier, to reach the National Support Centre not later than 1400 hours [2:00 p.m.] Eastern Standard Time/Eastern Daylight Saving Time.

b. Consolidation of the Situation Reports received above will be done by the Assistant to the National Operations Coordinator, and circulated as the Canadian Situation Report which will be transmitted to departments at least once a day by 1600 hours [4:00 p.m.] Ottawa time.

c. An explanation and proforma for Situation Reports is found at Annex D.

19. The veracity of information pertaining to the emergency is important.

a. The National Support Centre will accept any reports relating to the emergency; their reliability will be assessed by the staff before distribution.

b. Reports of an uncorroborated nature or from a questionable source shall not be given further dissemination until a comparison is made with reports already being used in the statistical data bank.

SOP 4: Annex A - DUTIES OF THE NATIONAL OPERATIONS CO-ORDINATOR

Position: When DND/EPC is the lead federal institution the NOC and shift deputies will be Director General Readiness and Operations, Director Emergency Programs and Exercises and Director Training and Education.

1. The National Operations Co-ordinator acts as the Staff Officer of the National Support Centre, and head of the Coordination and Operations Group, by:

  a. exercising overall management of coordination and operational decision- making of the National Support Centre elements below the Executive Group, based on the advice of the heads of elements and in conformity with policy direction of the Executive Group;

  b. assigning operational tasks to Coordination and Operations Group members, and other National Support Centre elements below the Executive Group;

  c. representing the Co-ordination and Operations Group at Executive Group meetings and providing operational advice and recommendations;

  e. establishing the hours of operation, and approving shift proposals for the National Support Centre elements below the Executive Group, in consultation with the heads of elements;

  f. acting as the Releasing Authority for all message traffic and other correspondence generated by the Coordination and Operations Group.

SOP 4: Annex B - DUTIES OF THE STAFF OFFICER TO THE NATIONAL OPERATIONS CO-ORDINATOR

Position: When DND/EPC is the lead federal institution, the Staff Officer to the National Operations Co-ordinator and shift deputies will be drawn from the staff of EPC Directorate of Emergency Programs and Exercises.

1. Recognising that the National Operations Co-ordinator cannot be available in the Co-ordination and Operations Group at all times, the National Operations Co-ordinator Staff Officer acts for the National Operations Co-ordinator during his absence, when it is appropriate to do so. However, the Staff Officer must consult with the National Operations Co-ordinator whenever sound judgement indicates that a matter can only be decided personally by the National Operations Co-ordinator.

2. The National Operations Co-ordinator Staff Officer:

    a. Receives incoming correspondence from the Operations staff, other parts of the NSC, and other members of the COG and routes it to the appropriate addressee(s).

    b. Keeps the National Operations Co-ordinator advised of incoming requests and significant information.

    c. After consultation with the National Operations Co-ordinator, issues taskings to members of the COG, PAG, TAG.

    d. On instruction from the National Operations Co-ordinator, undertakes or causes special groups to undertake, specific studies or tasks.

    e. Assists as required in preparation of briefings, reports, etc.

    f. Maintains close liaison with the Operations staff.

    g. Is responsible for the National Operations Co-ordinator Administrative Assistant and the Runner.

SOP 4: Appendix 1 to Annex B – DUTIES OF THE ADMINISTRATIVE ASSISTANT TO *THE NATIONAL OPERATIONS CO-ORDINATOR*

Position: When DND/EPC is the lead federal institution, the Administrative Assistant to the National Operations Co-ordinator will be drawn from the pool of available Administrative Assistants.

The Administrative Assistant to the National Operations Co-ordinator is responsible to the Chief of Staff to National Operations Co-ordinator and carries out tasks as assigned.

SOP 4: Annex C - DISASTER BRIEFING FORMAT

Event Data

- Time of occurrence
- Location and Type
- Description, including magnitude if an earthquake
- Geographical boundaries of affected area

Casualties/Medical Services

- Number of casualties and types of injuries
- Location
- Rescue/medical aid requirements
- Adequacy/availability of medical resources, facilities and personnel
- Potential public health problems

Housing/Lodging

- Extent and locations of damage to residential structures
- Emergency social services requirements
- Location and situation of reception centres and lodging facilities.

Structures

- Location and extent of damage
- Number and status of trapped occupants
- Status of critical facilities
- Status of surviving structures

Telecommunications Systems

- Overall status of critical systems
- Location and extent of damage
- What systems are response teams using
- Estimated repair time

Response Information

- Provincial Officer Coordination (POC) location
- Federal Coordination Officer (FCO) and means of contact
- Weather: present, 24-hour and extended forecast

Road Networks

- Status of primary routes
- Alternate routes

- Availability of equipment for repair
- Estimated time of repair

Rail Networks.

- Overall status
- Occurrence of derailments
- Hazardous situations or critical cargo affected
- Estimated time of repair

Ports

- dockage
- handling facilities
- piers
- navigation aids

Aviation Networks

- Status of airports
- Status of air navigation aids
- Availability of fuel at airports
- Estimated time of repair
- Alternative aerial operations sites

Emergency Systems

- Status of critical power generating plants
- Availability of fuel
- Status of transmission lines
- Geographic areas affected
- Status of repair efforts

Food

- Critical shortages
- Available storage capacity and locations
- Augmentation status

Water Distribution

- Areas without water (potable and waste disposal)
- Priority requirements
- Location and nature of damage to systems
- Status of repair efforts
- Effect on critical facilities

SOP 4: Annex D - SITUATION REPORTS

Purpose

The purpose of the Situation Report is to provide federal departments and agencies, and in some cases non-governmental organizations, with current information concerning potential or actual emergencies affecting Canadian interests, either off-shore or domestically. This chapter provides instructions for the preparation and submission of Situation Reports.

Distribution

Departments and agencies of the federal government will prepare departmental Situation Reports daily and send them by electronic means if available, or by courier, to reach the National Support Centre not later than 1400 hours Eastern Standard Time, or when in effect, Eastern Daylight Saving Time. This will allow sufficient time for Coordination Centre staff to review, edit, assemble and prepare a coordinated National Situation Report within regular working hours the same day. Editing will be limited to eliminating obvious duplication of information and to conforming to message formats.

Major developments or other important information which cannot be held for the next daily National Situation Report should be the subject of a supplementary report using the same format as for a daily National Situation Report and be dispatched by the fastest means possible.

Departments or agencies will be requested by the Lead Department to begin the submission of departmental Situation Reports at the appropriate time during the development of the crisis.

Method of Transmission

Departmental Situation Reports should be sent using the automated data networks, FAX (secure or non-secure depending on content), Courier or by the quickest and most appropriate alternative method. The daily consolidated National Situation Report will be sent by the quickest and most appropriate means.

Message Precedence

Departmental Situation Reports sent over the Automated Data Networks should bear the precedence "PRIORITY". The daily National Situation Report from the National Support Centre will normally be sent PRIORITY.

Security Classification

The security classification will depend upon the content and will be determined by the originator. Normally information provided in a Situation Report should be UNCLASSIFIED, bearing in mind that Non-Governmental Organizations and provincial agencies may be addressees.

Reference Numbering

Each Departmental Situation Report will be identified by the name of the originating department, agency or organization and will be serially numbered by the originator, starting with 001, in the first line of the text as follows:

"Subject: Situation Report/ORIGINATING AGENCY/SERIAL NUMBER/DATE & TIME".
NOTE: "Nil returns are required"

Contents and Format

The format to be used for the Departmental and National Situation Reports is shown in Appendix 1. Departments should make comments in any subject area as considered appropriate. Any other comments not covered in the format should be added to the end of the report.

Each section is divided for ease of compilation and collation into specific subjects, each subject being identified by a letter and a number. The headings of the sections need not therefore be used in transmission; however, if their use renders the task easier, they may be shown. If there is nothing to report under a particular subject or section, the item should be skipped.

The format should be used as a check list when compiling information to ensure that items of importance are not omitted. Bearing in mind that the National Situation Report is a broad survey and reflection of the national situation, the language used should be concise but clear. Specialized departmental terminology, abbreviations or acronyms should be avoided.

Distribution of Instructions

12. Departments, agencies and organizations are encouraged to make wide distribution of these instructions within their organizations and in particular, to those responsible for drafting inputs to the Departmental Situation Reports.

SOP 4: Appendix 1 to Annex D- SITUATION REPORT FORMAT

From: Originating Agency Date/Time
To: Addressee list
Info: Addressee list
Precedence: PRIORITY
Classification: as determined by originator
Subject: Situation Report/AGENCY/SERIAL NUMBER/DATE-TIME

A Governmental Situation/Response/Readiness

A 1 General assessment of the emergency situation
A 2 Emergency legislation requested/tabled/approved/ declared
A 3 State of response/requests received/requests met or pending
A 4 State of provincial response/requests met or pending

B Communications

B 1 Public information activities
B 2 Assessment of public comprehension and response

C Public Order and Security

D Transportation

D 1 General situation
D 2 Air operations
D 3 Surface operations
D 4 Marine operations

E Telecommunications

E 1 Assessment of overall telecommunications situation, including the capacity to meet present and predictable requirements.
E 2 The overall effect of damage to telecommunications resources and facilities.

F Engineering and Construction

G Casualty and Damage Information

G 1 Description of damage and its impact on the situation
G 2 Estimated number of dead with latest confirmed figures
G 3 Estimated number of injured with latest confirmed figures

H Resource and Logistical Support

H 1 Assessment of the overall supply situation
H 2 Nature, extent and timing of significant problems of supply, stocks and production and the ameliorating action taken or foreseen.
H 3 Extent to which national industrial plans have been implemented

I Health and Social Services

I 1 Medical and hospital situation - capacity and readiness
I 2 Public Health
I 3 Social services situation

J Human Resources

K Food, Agriculture and Fish

L Housing

L 1 Overall assessment of potential impact on housing in the area threatened

M Defence

N Finance

O Energy

O 1 Energy Supplies Allocation Board

P Foreign Affairs

Q NATO

SOP 5 -TECHNICAL ADVISORY GROUP

Role

1. The Technical Advisory Group will provide scientific and expert technical advice, guidance and information to the National Support Centre and other accredited organizations involved in the national effort connected to the disaster.

Composition

2. The work of the Technical Advisory Group will be coordinated by a Facilitator provided by the lead institution. When the Minister Responsible for Emergency Preparedness is the lead Minister, the Facilitator Technical Advisory Group will be the Director Evaluation and Analysis, Emergency Preparedness Canada. See Annex A.

3. The Technical Advisory Group will consist of experts, as required, from federal institutions, provincial ministries and agencies, non-governmental organizations, academia, and the private sector which have resources, capabilities or expertise of value to the national support effort. A list of subject experts will be maintained by the Facilitator.

Method of Operation

4. The Facilitator Technical Advisory Group will be notified by the alerting procedures of the lead institution, that a requirement for the Group's services may exist. When the Minister Responsible for Emergency Preparedness is the lead Minister, this notification will be done by the Government Emergency Operations Coordination Centre.

5. The Technical Advisory Group will meet on an as-needed basis, and may or may not gather as a Group in a specific location.

6. The Facilitator will be a advisor to, and attend all meetings of, the Executive Group, and will be on key distribution lists within the National Support Centre.

7. Requests for technical and scientific information or advice will be directed to the Facilitator.

8. The Technical Advisory Group receive clerical support from the Finance and Administrative Support component.

SOP 5: Annex A - DUTIES OF THE FACILITATOR TECHNICAL ADVISORY GROUP

Position: Director Evaluation and Analysis
Emergency Preparedness Canada

1. Enlists the membership and coordinates the activities of the Technical Advisory Group, and the necessary support to that Group.
2. Represents the Technical Advisory Group at Executive Group Meetings.
3. Is responsible to keep the Technical Advisory Group members informed of appropriate details, whether or not the Group is gathered in one place.
4. Carries out liaison duties between the National Support Centre and technical and scientific experts.

SOP 6 - PUBLIC AFFAIRS GROUP

Role

1. The Public Affairs Group will serve as the federal coordination point for planning/preparing information concerning the emergency and providing information to the media and general public. In this capacity the Public Affairs Group will:

   a. advise the Assistant Secretary to the Cabinet (Communications and Consultation) and elements of the National Support Centre on communications strategies and activities;

   b. monitor and analyze national and regional media, assess public needs and concerns, identify emerging issues, and develop appropriate communications strategies and responses;

   c. ensure that appropriate public affairs liaison exists with the affected province(s)/ territory(ies) to permit a coordinated position on issues; and

   d. coordinate government announcements at the national level.

2 The Public Affairs Group will be supported by the communications resources of the lead institution, augmented as necessary by public affairs specialists from other institutions. The Public Affairs Group may also be augmented by personnel from the emergency planning or operations staffs who, while not specialists in communications, could support the public affairs efforts because of their knowledge of emergency preparedness and response.

3. The Public Affairs Group will establish a media centre and a toll-free public inquiries telephone centre, if required.

Composition

4. The Public Affairs Group will be Chaired by the Communications Head of the lead institution. When the Minister Responsible for Emergency Preparedness is the lead Minister, the Chairperson is the Director Communications Emergency Preparedness Canada. See Annex A and Footnote[3]

5. The Public Affairs Group:

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[4] The Assistant Secretary to the Cabinet (Communications and Consultation) may be directed to form a Crisis Communications Group made up of communications heads and ministerial aides from the main federal institutions with emergency support functions, as well as senior officials from the Privy Council Office and the Prime Minister's Office. The Roles of the Public Affairs Group will then be performed by the Crisis Communications Group.

a. shall comprise senior Communications officers from all organizations with plan responsibilities, and may be augmented by qualified officials from other non-governmental organizations as warranted (eg. The Red Cross);

b. should have dedicated, specialized support (clerical, informatics, financial administrative) as required, either from the lead institution or the Communications organizations of other federal institutions;

c. may include a communications/public affairs representative from the affected province/territory; and

d. may include representatives from United States government agencies, such as the Federal Emergency Management Agency if appropriate.

6. Representatives must have the authority, or easy access to those with authority, to devote communications resources on behalf of their organization.

Method of Operation

7. In anticipation of possible emergency situations, institutions should identify the need for, and prepare, information materials that would be immediately available and useful for backgrounder/briefing purposes in the event of an emergency.

8. At the onset of a real or potential emergency or when the decision has been made to activate the NSC :

a. the Chairperson of the Public Affairs Group will be advised of the event by way of alerting procedures that exist in the lead institution;

b. the Chairperson of the Public Affairs Group will notify members of the event and if necessary, request them to report at a specified time and place;

c. when the Minister Responsible for Emergency Preparedness is the lead Minister, the Director of Communications, Emergency Preparedness Canada will be notified by the Government Emergency Operations Coordinator Centre and will assume the appointment of Chair of the Public Affairs Group.

d. when the Minister Responsible for Emergency Preparedness is the lead Minister, the Communications Directorate, Emergency Preparedness Canada, reinforced as necessary by communications specialists from other agencies, will support the activities of the Public Affairs Group and execute its duties.

9. The Chairperson, Public Affairs Group:

a) arranges a situation briefing for members of the Public Affairs Group by the staff of the lead institution's operations centre as early as practicable;

b) arranges and conducts a media briefing *within six hours of the notification of the event;*

c) releases previously prepared information materials, as appropriate, to the media;

d) prepares announcements/updates on situation as required;

e) establishes and activates a Media Centre and/or a toll-free Public Enquiries Centre, if required; and

f) activates media monitoring and analysis activities within the lead institution to support the Public Affairs Group.

10. The Public Affairs Group may operate collectively from one location or the members may work from their normal locations connected as needed by telephone, fax and periodic meetings.

11. Members of the Public Affairs Group will maintain liaison with the emergency public information group of the affected province, federal officials at the media centre at the site(s) of the emergency and the public information telephone centre.

12. As necessary, the Group will also maintain liaison with public information officials at the United Nations and the United States Federal Emergency Management Agency. A public affairs liaison officer may be sent to the United States Federal Emergency Management Agency at such place as may be decided by that Agency.

SOP 6: Annex A - DUTIES OF THE CHAIRPERSON OF THE PUBLIC AFFAIRS GROUP

Position:	Director Communications Emergency Preparedness Canada	or	Director General Communications, Lead Agency

1. Before the emergency, coordinates the preparation and maintenance of contingency public information materials/fact sheets, and, puts in place the mechanisms to activate a Public Enquiries Centre and/or Media Centre.

2. Acts as Chairperson of the Public Affairs Group and represents the Public Affairs Group on the Executive Group.

3. Directs the notification of members of the Public Affairs Group.

4. Acts as, or designates, in consultation with the Executive Group, a spokesperson for the National Support Centre.

5. Keeps the Assistant Secretary to the Cabinet (Communications and Consultations), Privy Council Office, abreast of developments and, as requested, provides strategic advice and information to minister(s).

6. Ensures that appropriate public affairs liaison exists with the affected province(s)/territory(ies) to permit a coordinated position on issues.

7. Co-ordinates all major national media announcements and related media relations activities.

8. Activates a Public Enquiries Centre, staffed by Reference Canada telephone operators, and publicizes a toll-free public enquiries number, if required.

9. Organizes a Media Centre if required.

SOP 7 - ROUTING AND DISTRIBUTION OF INFORMATION IN THE NATIONAL SUPPORT CENTRE

Aim

1. To detail the procedures and process for routing and distributing information in the National Support Centre. The procedures and process described apply particularly when the NSC is activated in EPC facilities but may be considered as guidance for use when the NSC is established in another location.

Situation

2. In this SOP, "information" means all reports and all requests for assistance received by or sent out from, the NSC by any means (e-mail/Internet, facsimile, telephone, radio, other paper correspondence). Taskings internal to the NSC in response to requests for assistance are included as "information". Information being sent out from the NSC (as opposed to inter- or intra departmental communication) is to be considered "official", representing the views of the Chairperson of the Executive Group.

3. All information shall be appropriately routed and expeditiously distributed within the NSC to promote the highest level of consultative and cooperative effort in support of the affected province or territory.

4. Copies of all information - paper or electronic - shall be made available to the Records Office to ensure that a comprehensive record is maintained.

5. Operation of the NSC is facilitated by the comprehensive use of a computer-based emergency management information system (EMIS). It is intended to make it increasingly possible to receive and process information in the NSC by computer-to-computer link. (EPC is actively working to expand this capability, including the ability to receive and send facsimile transmissions through the computer.)

6. To the extent possible, information should enter and leave the NSC environment either by direct computer-to-computer link or alternatively, in a form that is easily entered into the EMIS, to allow the large information flow to be handled more easily, and quickly and with greater accuracy. It will always be necessary to manually enter the essential information derived from voice communications. Further, there will always be a considerable flow of paper correspondence which is not amenable to input to computer systems.

Process - Incoming

7. The operations staff of the NSC is the focal point for all information coming into the NSC. This group is responsible to log all incoming information, including that by voice (telephone, radio) and in paper copy, into the EMIS. The operations staff is also responsible to enter the text of information received in the NSC in the EMIS when it is feasible to do so, and to enter the text or a summary of the content of voice messages.

8. Information entering the NSC environment by other routes - through the PAG, TAG, Executive Group, or to individual desk officers - shall be passed to the operations staff for logging/entry into the EMIS.

9. Information, the text of which cannot be entered into the EMIS, will be logged in the EMIS and passed, in paper copy, to the National Operations Coordinator (NOC) or the NOC Senior Staff Officer (NOC/SSO).

10. It is the responsibility of the NOC or the NOC/SSO to ensure that the appropriate NSC element or desk officer is made aware of incoming information. If the information is a request for resources or for other action by the NSC, the NOC or the NOC/SSO will be responsible to issue a tasking to an element of the NSC or to a particular ESF/departmental representative.

11. It is the responsibility of the NOC or the NOC/SSO to determine the appropriate distribution for paper copy and to arrange for distribution. Suitable "standard" distribution lists will be prepared in advance for use by the NOC/SSO.

Process - Outgoing

12. Outgoing information, particularly national situation reports and response to requests, should be considered as official communication issued on behalf of the Chairperson of the Executive Group of the NSC. For example, provincial authorities will accept as valid information or requests, only communications originating in the NSC.

13. Information may be sent from the NSC by e-mail/Internet or computer facsimile from any workstation in the NSC. In the interest of keeping all elements of the NSC informed, maintaining good records and providing for continuity of information trail, the originator must enter the details of the transaction into the EMIS log, and whenever possible the text of the outgoing information.

14. Outgoing information being sent by other means - paper copy, voice - must also be logged into the EMIS. The content of voice communications should be summarized in the log. A copy of paper communications must be passed to the NOC or NOC/SSO for distribution within the NSC.

Records Management

15. Copies of all paper correspondence, both incoming and outgoing, shall be provided to the Records Office for filing.

16. Information, both incoming and outgoing, distributed electronically shall include "PA" as a "cc" addressee to allow the Records Office to obtain a copy for inclusion on the file.

17. When the NSC is activated as part of a pre-planned exercise, the Records Office will have already assigned a file number in the appropriate sub-category of the 5300 series ("Exercises").

18. When the NSC is activated for response to real emergencies the Records Office will assign a file number in the 7300 series ("Events") and a file name illustrative of the emergency. There will be two sub-categories established under the file: "general" and "lessons learned". For example, 7300-7-name of event/date/location will be the general file; 7300-7-1 will be the "lessons learned" file.

SOP 8 - FINANCE AND ADMINISTRATIVE SUPPORT

Role

1. The Finance and Administrative Support element will provide:

   a. financial advice and management of all expenditures, loans, financial claims and assistance accounts, including the preparation of Treasury Board reports and submissions, and

   b. administrative support to all National Support Centre elements, where such support is not otherwise arranged and dedicated as an integral part of those components .

Composition

2. The Head, Finance and Administrative Support will be an officer of the lead institution. When the Minister Responsible for Emergency Preparedness is the lead Minister, the Head, Finance and Administrative Support will be the Director, Finance and Administration, Emergency Preparedness Canada. See Annex A.

3. The Finance and Administrative Support element should consist of officers and support staff drawn from EPC HQ, the Canadian Emergency Preparedness College (CEPC) and other federal departments. The Head, Finance and Administrative Support, will decide what disciplines are required on each shift, based on consultations with other elements of the National Support Centre.

4. During the period of activation of the NSC, all EPC support personnel at headquarters and the CEPC will be automatically assigned to the Finance and Administrative Support element under the direction of the Head, Finance and Administrative Support or his or her designate as will any administrative support staff provided by other federal departments. The Head or his/her designate will be responsible for authorizing any overtime or approving other expenditures, such as travel costs, related to Finance and Administrative Support element personnel only.

5. Any costs incurred by employees of other federal departments will be the responsibility of their home department and will form part of the overall response costs of that department. In this respect, all costs pertaining to loaned employees such as travel and overtime will be charged to their home departments either through direct submission of forms in the case of overtime or through the Interdepartmental Settlement Notice (ISN) process in the case of other costs incurred on behalf of other federal department employees.

6. It is the responsibility of each EPC Director at Headquarters and the EPC Director, Training and Education, to ensure that those employees who could be called upon to work as a member of the

Finance and Administrative Support element are made fully aware of the requirement in advance.

7. It is the responsibility of the members of the Interdepartmental Coordinating Committee (ICC) to arrange, in advance, for the availability of personnel from within their Department/Agency to support the Finance and Administration Support element and be prepared to provide the services of these individuals on short notice.

Method of Operation

8. The Head, Finance and Administrative Support, will be advised by the Director General, Readiness and Operations, that the element is to be activated. When the Minister Responsible for Emergency Preparedness is the lead Minister, the alert will be received from the Government Emergency Operations Coordination Centre.

9. Under arrangements made by the Head, selected staff assigned to the Finance and Administrative Support element will be notified of the activiation of the National Support Centre.

10. Staff assigned to Finance and Administrative Support will carry out the duties assigned to them by the Head, Finance and Administration Support or his/her designate after consultation with NSC element/group Heads/Chairpersons.

11. Immediately upon notification that the NSC has been activated, the Head, Finance and Administrative Support, will advise all elements/groups of the NSC of an FMAS Internal Order Number (previously referred to as a Project Code) that will be utilized for tracking all expenditures throughout and following the period of activation. It is the responsibility of each NSC element/group Head/Chairperson to ensure that the FMAS Internal Order Number is applied to all expenditure documents (including travel, petty cash, overtime, etc) and that all expenditures (including overtime) are approved in advance and in writing using the appropriate form, by the element/group Head/Chairperson or his/her designate.

12. Finance Section will carry out the following functions (see Annex B for emergency financial procedures):

    a. establish and maintain expenditure accounts, commitment records and process payments utilizing the FMAS Internal Order Number;

    b. write Treasury Board Submissions and Supplementary Estimates documentation;

    c. coordinate federal funding strategies with PCO, TBS, Finance, Justice Canada/Judge Advocate General, as the case may be, for the provision of financial assistance related to the crisis or to its response, such as those associated with federal disaster financial assistance;

d. process advance payments for federal disaster assistance;

e. arrange appropriate cost verification and audit procedures;

f. advise senior departmental management and the Executive Group on the status of financial demands and commitments and other matters related to the emergency.

13. Administration Section will provide administrative support to the National Support Centre including, but not limited to:

a. facilities management;

b. security/emergency services;

c. records, mail management and library services;

d. procurement of goods and services relating to the operation of the NSC;

e. asset management.

SOP 8: Annex A - DUTIES OF THE HEAD, FINANCE AND ADMINISTRATIVE SUPPORT

Position: Director Finance and Administration
Emergency Preparedness Canada

1. Before any emergency, earmark selected persons from within EPC HQ, the Canadian Emergency Preparedness College (CEPC) and other federal departments to staff the Finance and Administrative Support element, and maintain alert lists related to this element.

2. Alert Finance and Administrative Support element staff.

3. Structure financial resources in a manner that will permit the effective operation of the NSC.

4. When required, establish evening/weekend shifts for the Finance and Administrative Support element.

5. Upon request from other element/group Heads/Chairpersons, arrange for additional staff as required.

FINANCE AND ADMINISTRATIVE SUPPORT
FINANCE SECTION
(When the Minister Responsible for Emergency Preparedness is the Lead Minister)

Tracking of Emergency Expenditures

1. Cabinet Decision # 418-80RD (C) dated 14 October 1980 authorized departments and agencies to seek reimbursement for unanticipated emergency-related expenses. Treasury Board Decision # 778820 dated 24 September 1981 approved guidelines regarding the information to be included in Treasury Board submissions when federal departments/ agencies seek Treasury Board approval to include an item in Main or Supplementary Estimates for the replacement of resources expended during an emergency.

2. Each federal department/agency is responsible for tracking its own emergency related-expenditures and, if it deems it appropriate to do so, for preparing and submitting its own submission to Treasury Board for the replacement of the extraordinary costs associated with its response to an emergency.

3. Since implementation of an emergency plan provides authority to spend resources on the emergency, it is essential, at EPC, that EPC's Director, Finance and Administration receive notification in writing when a decision is made to implement an emergency plan, and again when a decision is made to de-implement the emergency plan. The implementation start and end dates will determine the period of time for which emergency-related expenditures must be tracked.

4. At EPC, each Directorate will be required to track its emergency-related expenses using the Logs that have been developed for this purpose, in keeping with the requirement of the Treasury Board guidelines concerning expenditures in emergency situations. The Personnel Log (see Attachment 1 to this Annex) will be used to track salary/overtime costs and the Operational Log (see Attachment 2 to this Annex) will be used to track other operating expenses. Both log forms are available in the r:\NSC-SOP8 directory for use as required in tracking emergency-related expenditures.

5. Columns 1 to 6 of the Operational Log must be completed by the initiating element/group personnel at the time an emergency transaction is initiated on behalf of EPC. Columns 7 to 9 of the Operational Log must be completed by the person with *Financial Administration Act* [*FAA]* Sec 34 signing authority at the time an invoice is approved under Section 34 of the *FAA*. Columns 10 to 12 of the Operational Log will be completed by EPC Finance Services staff.

6. For the duration of the emergency, EPC personnel involved in the response to the emergency will

also be required to complete columns 1 to 7 of the Personnel Log. Column 8 of the Personnel Log will be completed by EPC's Administrative Services Officer. Appropriately completed Logs will be submitted to EPC Financial Services staff upon request.

Contracting

7. To the extent possible, normal procurement/contracting procedures will be followed. However, in cases where the normal contracting process would result in delays which would be injurious to the public interest, EPC's Executive Director position has been delegated financial signing authority up to a maximum of $1,000,000 per contract, while the positions of the Director General Readiness and Operations, all EPC Directors, the Chief Operational Preparedness, the Chief Informatics and the Senior Scientific Advisor have been delegated financial signing authority up to a maximum of $40,000 per contract. If this authority is exercised, the designated personnel are encouraged to enter into low- dollar-value contracts to address the emergency and then, if necessary, amend the contracts once the scope of the work involved is better defined.

8. The authority outlined at paragraph 7 must not be exceeded and may be exercised only to obtain the goods/services EPC requires to carry out its coordination function during the emergency. It must not be used to procure goods/services on behalf of other departments/agencies that are assisting in the response to the emergency, or on behalf of the various provinces/territories affected by the emergency. In the event that requests of this nature are received from other departments/agencies or various provinces/territories, they should be referred to Public Works and Government Services Canada (PWGSC) for consideration and action if appropriate.

Meals/Overtime

9. In the event that a portion or all of the National Support Centre (NSC) is activated to coordinate the federal response to an emergency, EPC employees and other federal government employees may be required to work regular hours (i.e. 7.5 hours) during a non-regular shift (i.e. evening, night or weekend shift instead of a regular weekday shift). Depending upon operational requirements, personnel may be required to work some overtime hours as well.

10. If an emergency requires federal personnel to be called in on short notice, they will be compensated by their own department in accordance with the provisions of their collective agreement. Generally, staff called in on short notice will be paid at the rate of time and one-half (1.5) for all of their **first** shift, and will also be reimbursed $6.00 for one meal if a meal has not been provided by the employer. For subsequent shifts on subsequent days, federal personnel will be paid at their regular rate for a 7.5 hour shift. In the event that overtime is required, the overtime and meal allowance provisions outlined at paragraph 11 will apply.

11. Whether or not employees are called in on short notice, all federal personnel who are required to

work overtime on any shift or who are required to work on their scheduled day(s) of rest, may claim compensation in accordance with the provisions of their collective agreement. Staff may also claim one meal allowance of $6.00 if they work three or more hours of overtime before or after their shift, and a second meal allowance of $6.00 if they work an **additional** three or four hours (varies from collective agreement to collective agreement) of overtime per shift. Any meal expenses in excess of the $6.00 limit per meal must be absorbed by the employee.

12. Generally, federal personnel who are working regular hours (ie 7.5 hours) during a regular day shift, or regular hours during a **scheduled-in-advance or recurring,** non-regular evening/night/ week-end shift at their usual place of employment will **not** be entitled to meals at government expense.

13. In accordance with the provisions of collective agreements, and federal labour legislation, employees are entitled to a meal break during their shift. Therefore, regardless of the operational pressures during emergency situations, managers should make every effort to ensure that all staff have an opportunity to rest and eat meals away from their work stations (for example, by staggering the meal breaks of their employees).

14. In the rare circumstances where operational requirements make it impossible for an employee to leave his/her work station during meal periods (e.g. only one person is on duty in a particular section), the affected employee may claim overtime for the meal break period (1/2 hour), and order in a meal, claiming the standard overtime meal allowance of $6.00 per meal. Again, any meal expenses in excess of the $6.00 limit per meal must be absorbed by the employee.

15. In **exceptional** circumstances, management may determine that it is necessary for a group of workers from various government departments/agencies to remain together/continue working over the meal period, and may arrange for a meal to be provided. (If a meal is provided, staff would not be eligible to claim the overtime meal allowance related to that meal period.) Meal arrangements will **not** be made on a continuing basis and every effort should be made to stagger the meal breaks of the members of the group since collective agreements and labour legislation require employees to be given a meal break during their shift. If there is an ongoing need to work together over meal periods and staggered breaks are not feasible, the provisions of paragraph 14 will apply to federal employees.

16. Hours, meals and benefits for Canadian Corps of Commissionaires staff or other contract staff (e.g. Reserve Corps) who provide assistance throughout the emergency situation will be provided in accordance with the terms of their respective contracts. Normally, the provision of meals and any other related costs are the responsibility of the contractor.

17. **NOTE: Federal and provincial labour legislation requires that employees be provided with rest periods and meal breaks. It is, therefore, the responsibility of each NSC element/group Head/Chairperson to ensure that operational plans and related work schedules are structured so as to provide for these pauses and, where additional staff**

are required to ensure conformity with the legislation, that arrangements will be made by each NSC element/group Head/Chairperson, both within EPC and with their counterparts in other federal departments/agencies, to identify individuals to augment, on short notice, those NSC elements/groups. EPC will only provide meals in very exceptional circumstances and NOT on a continuing basis.

Transportation/Parking Expenses

18. If the requirement to work regular hours at irregular times (i.e. evening, night or weekend shifts) or to work overtime precludes the use of their normal mode of transportation, personnel may claim reasonable out-of-pocket expenses for alternative means of transportation, and may also claim parking expenses (with receipts).

Travel

19. Normal travel directive provisions will apply to federal personnel who have been authorized to travel from other regions of the country to provide assistance during the emergency.

20. For EPC employees, emergency travel authority numbers (TANs) for airline reservations are to be utilized ONLY in the event that they are unattainable from the usual source. The emergency TANs are held by the Watch Officer in the Government Emergency Operations Coordination Centre (GEOCC).

21. During normal working hours, TAN numbers are to be obtained from the Secretary to the Director, Finance and Administration or, in his/her absence, the Secretary to the Executive Director or the Secretary to the Director General Readiness and Operations.

22. The emergency TAN numbers must be kept in a secure location. The holder of the emergency TAN numbers (i.e. the GEOCC Watch Officer) must enter the reservation details onto the TAN Register at the same time as the TAN Number is issued. At the first opportunity the GEOCC Watch Officer must ensure that the correct cost centre coding has been captured in the Milton reservation system and that the FMAS Internal Order Number (previously referred to as a Project Code) is captured so that the costs are correctly charged to the proper EPC budget.

EPC - PERSONNEL LOG FOR USE DURING IMPLEMENTATION OF AN EMERGENCY PLAN

1	2	3	4	5	6	7	8
Serial Number	Date Worked	Employee Name	Time In	Time Out	No of Hours Worked	Employee Signature	

Columns 1 to 7 to be completed by all staff when the NSC is in operation.

Column 8 to be completed by EPC's Administrative Services Officer.

EPC - OPERATIONAL LOG OF EMERGENCY TRANSACTIONS

1	2	3	4	5	6	7	8	9	10	11	12
Serial Number	Transaction Date	Transaction Description	PO/Contract Number	Supplier/Client Name	Commitment Amount	Invoice Date	Invoice Number	+ or - Commitment Amount	Supplier Code		

Columns 1 to 6 to be completed by the initiating element/group personnel at the time an emergency transaction is initiated on behalf of EPC.

Columns 7 to 9 to be completed by the person with FAA Sec 34 signing authority at the time an invoice is approved under Section 34 of the Financial Administration Act.

Columns 10 to 12 to be completed by EPC Financial Services Staff.

Annex C

FINANCE AND ADMINISTRATIVE SUPPORT
ADMINISTRATION SECTION
(When the Minister Responsible for Emergency Preparedness is the Lead Minister)

Alert List

1. An Alert List for the Finance and Administrative Support component of the National Support Centre has been established as follows:

Primary Contact:

Michael Rooney	(613) 692-6141
Louise Campeau (1st Alternate):	(819) 663-6759
Joan Patterson (2nd Alternate):	(613) 591-3208

Fan Call Out Lists:

List #1

Louise Campeau	(819) 663-6759
Adèle Leroux	(613) 742-0502
Bruce Frederick	(819) 831-2182
Dennis Croucher	(613) 829-2186
Carole Michaud-Lukasik	(613) 225-1643
Marcel Rondeau	(819) 663-3205

List #2:

Joan Patterson	(613) 591-3208
Lillian Tremblay	(613) 828-0281
Larry Brown	(819) 568-6380
Gilles Ouellette	(613) 837-5361
Bill Campbell	(613) 445-5393

(cont'd on next page)

List #3:

Joan Patterson	(613) 591-3208
Harry Bloom	(613) 823-0130
Rose-Marie Racine	(819) 684-3250
Brenda St-Aubin	(613) 744-0952
Pat Costain	(613) 825-0958
Ardith Needham	(613) 727-0953
Linda Renaud	(613) 747-5488

List #4:

Harry Bloom	(613) 823-0130
Carole Hebert	(613) 832-3662
D. McCorkell	(613) 623-2868
D. McEwen	(613) 623-8471
J. Michelson	(613) 623-7409
H. Piche	(613) 623-8371
Diane Shane	(613) 623-2587
Shirley Willmott	(613) 623-3511
Margaret Bahm	(613) 623-4887

List #5:

Michael Rooney	(613) 692-6141
ICC Members	Member names and phone numbers to be provided by EPC Director Emergency Programs and Exercises (DEPE).

Transportation/Parking

2. As indicated in Annex B, personnel may claim reasonable out-of-pocket expenses for alternative means of transportation, and parking (with receipts), if the requirement to work regular hours at irregular times (i.e. evening, night or weekend shifts) or to work overtime precludes the use of their normal mode of transportation.

3. Parking may be available at the following locations (valid at June 98 – list/prices will be updated periodically):

Parking Lots near the National Support Centre

Location	Hours of Operation	Rates (as of 15 June 98)
L'Esplanade Laurier 171 Bank Street (entrance on Gloucester St) Tel: 235-9319	Mon – Fri: 6:00 AM to 10:00 PM Sat: 8:00 AM to 6:00 PM	$7.00/day After 2:00 PM until closing, $4.50
City of Ottawa Parking 190 Slater Street (Across from L'Esplanade Laurier) Tel: 244-5300, ext. 3669	Mon – Fri: 6:30 AM to 6:00 PM	$12.00/day $130/month (approx.)
City of Ottawa Parking 210 Gloucester Street Tel: 244-5300, ext. 3669	24/7	Meters - $0.25 for 15 minutes
199 Slater Street (Slater at Bank)	Mon – Fri: 6:30 AM to 6:00 PM	$8.00/per day (in prior to 9:00 AM) $10.00/per day (in after 9:00 AM)
Centre Parking 99 Bank Street (Met Life Building) Tel: 232-4801	Mon – Fri: 7:00 AM to 9:00 PM	$12.00/day
Constitution Square 350 Albert Street Tel: 594- 3525	Mon – Fri: 6:30 AM to 9:00 PM	$9.00/day
250 Albert Street (Bank and Albert) Tel: 567-8579	Mon – Fri: 6:00 AM to 6:00 PM	$9.00/day
Howard Johnson's (Slater and O'Connor) Tel: 233-2305	Mon – Fri: 6:00 AM to 6:00 PM	$7.50/day
World Exchange Plaza 45 O'Connor Street (entrance on Queen Street)	Mon – Fri: 6:00 AM to 9:00 PM	$11.00/day
Place de Ville 320 Queen Street (entrance at Queen and Kent)	24/7	$11.50/day

Facilities Management

4. The National Support Centre is located on the second floor of the Jackson Building, and may be

accessed from 122 Bank Street, or 257 Slater Street. The National Support Centre Floor Plan is maintained by EPC=s Manager, Corporate Services. A copy of the floor plan is attached to this Annex, and another copy is held by the Government Emergency Operations Coordination Centre (GEOCC).

Access to the National Support Centre

5. Monday to Friday daytime (0630 hours to 1830 hours):

Both the Bank Street and Slater Street ground floor entrances are open, and there is no requirement to sign in at the security desks.

6. Monday to Friday evenings (1830 hours to 2200 hours):

It is necessary to sign in when entering the building at either the Bank or Slater Street ground floor entrances (and to sign out upon departure).

7. Monday to Friday Silent Hours (2200 hours to 0630 hours) plus Weekends and Holidays**:**

The Slater Street ground floor entrance is locked. In order to gain entry to the Headquarters offices on the second floor, employees must enter the building by the Bank Street entrance and then proceed as follows:

- Sign in at the security desk at Bank Street ground floor entrance.
- Go to the basement parking garage, cross the garage floor and take the west side (Slater Street) elevator to the second floor.
- Use the intercom at the Government Emergency Operations Coordination Centre (GEOCC) entrance to notify the Watch Officer of your arrival and request access. **Remember the intercom button is not a buzzer. It is necessary to hold the button while speaking directly to the Watch Officer, and then release the button for a reply. The Watch Officer will unlock the door so that you can proceed to the GEOCC.**
- Upon leaving, depart via the parking garage and return to the Bank Street ground floor entrance and sign out at the security desk.

Note: If the National Support Centre is activated during silent hours, the Security Guards located at the ground entrances of the Jackson Building should be notified by the Watch Officer on duty in the GEOCC so that individuals on the Alert List may gain access to the building during silent hours.

Key Cards

9. EPC headquarters staff have key cards to facilitate access to headquarters facilities. Other personnel who will be working out of the National Support Centre for the duration of the emergency (e.g. personnel from other federal government departments/agencies and staff contracted to assist with the coordination of the federal response to the emergency) may be issued with an electronic key card to facilitate their access to NSC facilities (such as washrooms). Personnel who require a key card should be directed to the Operations Technical Officer (Mike McWade) in the GEOCC to obtain a key card.

Evacuation Procedures

10. In the event that the Jackson Building must be evacuated, the evacuation will be ordered by the sounding of the fire bell system. The bell system consists of two distinct signals:

The **intermittent ringing** of bells on a floor means that all occupants on the floor should cease all work, prepare to evacuate, and wait for instructions;

The **constant ringing** of bells on a floor means that all occupants on the floor are to cease all work, close their office door, evacuate using the nearest safe stairwell (**do not use the elevators**), and move away from the building to a minimum distance of 100m (300 feet).

11. Personnel who have medical/physical disabilities and require assistance in evacuating the building will be assisted by the designated floor monitor.

12. Personnel are responsible for ensuring classified and designated materials are properly secured before evacuating the building. However, in a life-threatening situation, safety shall take precedence over all other priorities.

13. Personnel returning to their work stations shall determine if there has been unauthorized access to classified and designated materials during the emergency. **Any breaches of security shall be immediately reported to the Administrative Services Officer at 991-7044.**

Theft/Vandalism

14. All incidents of theft or vandalism must be reported immediately to the Administrative Services Officer (991-7044).

First Aid/Medical Assistance

15. **The Health Unit** assigned to the Jackson Building is located at Health Canada, Bonaventure Building, Main Floor, 301 Elgin Street, Ottawa. Their telephone number is 954-6541.

16. **First-Aid Kits** are stored in the photocopy room in the east wing, and in the lunch room in the west wing of the second floor of the Jackson Building.

17. **911** should be dialed for an ambulance while first aid is being administered if there is any doubt about the seriousness of the case.

Records/Mail Management

18. The hours of operation of the EPC Records Office/Mail Room are from 0800 hours to 1200 hours and 1300 hours to 1630 hours. Internal/external mail distribution is scheduled as follows:

8:00 AM	Delivery/pick-up of Canada Post Mail (includes regular regional mail)
8:15-8:20 AM	Fax delivery/pick-up (Records Office/GEOCC)
8:30-9:00 AM	NDHQ Mail Room/DCDS Mail Room
9:30-9:45 AM	Internal EPC HQ Mail Run
10:00-11:00 AM	Various (when required)
11:15-11:20 AM	Fax delivery/pick-up (Records Office/GEOCC)
1:15-1:45 PM	NDHQ Mail Room/DCDS Mail Room
2:00-2:15 PM	Internal EPC HQ Mail Run (includes fax delivery/pick-up)
2:30 PM	Outgoing Regional Mail - Courier (Rush Deliveries)
2:30 PM Thursday	Outgoing Regional Mail - Courier (Cheques/Classified Material)
2:45-3:30 PM	River Road (pick-up only - deliveries by courier)
4:00-4:05 PM	Fax delivery/pick-up (Records Office/GEOCC)

Requests for by-hand services are to be coordinated through the Record Office Clerk.

Records Management

19. Copies of all paper and electronic correspondence, both incoming and outgoing, shall be provided to the Records Office for filing.

20. Information, both incoming and outgoing, distributed electronically shall include "PA" as a "cc" addressee to allow the Records Office to obtain a copy for inclusion on the file.

21. When the NSC is activated as part of a pre-planned exercise, the Records Office will have already assigned a file number in the appropriate sub-category of the 5300 series ("Exercises").

22. When the NSC is activated for response to real emergencies the Records Office will assign a file number in the 7300 series ("Events") and a file name illustrative of the emergency. There will be two sub-categories established under the file: "general" and "lessons learned". For example, 7300-7-name of event/date/location will be the general file; 7300-7-1 will be the "lessons learned" file.

Library Services

23. The hours of operation of the EPC Library are from 0830 hours to 1230 hours and 1300 hours to 1630 hours, Monday through Friday.

Procurement of Goods/Services

24. The hours of operation of the EPC Supply Room are 0730 hours to 1600 hours, Monday through Friday.

25. Personnel who wish to use Services Administration to procure office supplies/services on their behalf must submit their request(s) to Services Administration by E-Mail. (Note: The E-Mail address is Supplies.) The E-Mail message must contain as much detailed information as will be required to process the request.

26. As indicated in Annex B, normal procurement/contracting procedures will be followed to the extent possible. However, in cases where the normal contracting process would result in delays which would be injurious to the public interest, EPC's Executive Director position has been delegated financial signing authority up to a maximum of $1,000,000 per contract, while the positions of the Director General Readiness and Operations, all EPC Directors, the Chief Operational Preparedness, the Chief Informatics and the Senior Scientific Advisor have been delegated financial signing authority up to a maximum of $40,000 per contract. If this authority is exercised, the designated personnel are encouraged to enter into low- dollar-value contracts to address the emergency and then, if necessary, amend the contracts once the scope of the work involved is better defined.

27. The authority outlined at paragraph 26 must not be exceeded and may be exercised only to obtain the goods/services EPC requires to carry out its coordination function during the emergency. It must not be used to procure goods/services on behalf of other departments/agencies that are assisting in the response to the emergency, or on behalf of the various provinces/territories affected by the emergency. In the event that requests of this nature are received from other departments/agencies or various provinces/territories, they should be referred to Public Works and Government Services Canada (PWGSC) for consideration and action if appropriate.

Support of Other Components of the National Support Centre

28. Where staff assigned to the Finance and Administrative Support element are required to support other elements of the National Support Centre, their services are to be requested/coordinated through the Head, Financial and Administrative Support or his/her delegate. If additional financial and administrative support staff are required, these requirements are to be directed to the Head, Finance and Administrative Support or his/her designate. Other types of personnel augmentations are the responsibility of the individual NSC element/group Head/Chairperson.

SOP 8
Annex D

NATIONAL SUPPORT CENTRE - FACILITIES ALLOCATION

SOP 9 - Legal: May or may not function from a permanent location in the NSC.

SOP 10 - Liaison: Not attached to any particular group within the NSC.

SOP 9 - LEGAL

Role

1. Legal advice to a National Support Centre will be provided by:

    a. Justice Canada in all circumstances; and

    b. when the Minister Responsible for Emergency Preparedness is the lead Minister, the Judge Advocate General of the Department of National Defence as required.

2. Legal officers will:

    a. provide legal advice on the emergency authorities and directives;

    b. review and/or assist in the drafting of emergency orders, regulations or legislation required to support the response effort;

    c. consult with provincial authorities with respect to liability claims against the federal government or against individuals participating in the national response. Activities of potential concern include, *inter alia*, demolition of damaged structures, forced relocations or medical evacuations; medical triage activities, and other response operations directly affecting private citizens.

    d. monitor closely federal support operations in the designated areas, identify potential federal emergency legislation-related problems and issues that could result in lawsuits against the federal government.

Method of Operation

3. Legal officers may or may not function from a permanent location in the National Support Centre.

SOP 10 -LIAISON OFFICERS

Role

1. At a National Support Centre, Liaison Officers are advisors to all Groups and points of contact with their parent organizations.

Composition

2. Liaison officers may be accredited to a National Support Centre. These could include (*inter alia*) officers sent by the governments of the affected province(s) and territory(ies), the United States Federal Emergency Management Agency and United Nations agencies.

Method of Operations

3. The National Operations Coordinator will request that the Department of Foreign Affairs contacts foreign or international agencies from a prepared list to ascertain if that office wishes to send a liaison officer.

    a. If foreign governments or international agencies indicate that a liaison officer will be sent to the National Support Centre, the National Operations Coordinator will request that the Department of Citizenship and Immigration advise their ports of entry of the names and times of arrival.

    b. Liaison Officers will not be attached to any particular group within the National Support Centre but will be available for consultation and/or advice.

    c. When the Minister Responsible for Emergency Preparedness is the lead Minister, following activation of the National Support Centre and upon direction from the Chairperson Executive Group, or the National Operations Coordinator, or his/her delegate, the United States Federal Emergency Management Agency will be contacted to ascertain if liaison officers are to be exchanged. If the decision is made that a liaison officer exchange will take place, the National Operations Coordinator, in consultation with the Director Emergency Programs and Exercises, will direct that an appropriate staff officer be sent, normally from Emergency Preparedness Canada.

SOP 11 - TELECOMMUNICATIONS

1. The lead institution must ensure that the National Support Centre has the requisite telecommunications capabilities necessary to effectively and efficiently coordinate the national support effort.

2. Although it is likely that the normal telecommunications available to the lead institution will suffice, consideration must be given to how best to satisfy the requirement that will undoubtedly exist for extra stationary and portable telephones, switchboards and lines, facsimile machines and lines, internal and external electronic mail, tele-conferencing, and possibly, video-conferencing capabilities.

3. It is also important that access to sufficient television sets be possible, so that all elements of the National Support Centre can keep abreast of what is transpiring in that medium.

4. The lead institution must also set up the processes and procedures that ensure the proper control of documents and decisions transmitted by electronic means. Critical records of decisions and directions issued electronically can quickly be lost unless proper procedures are in place. All such procedures must be closely coordinated with the Finance and Administration Support element to ensure they synchronize with paper document controls.

SOP 12 - LOGISTICS OPERATIONS MANAGEMENT CELL

1. When the Minister Responsible for Emergency Preparedness is the lead Minister, the Canadian Forces may establish a Logistics Operations Management Cell within the National Support Centre.

2. A bi-lateral arrangement has been negotiated between Emergency Preparedness Canada and the Canadian Forces specifically in respect of the National Earthquake Support Plan for British Columbia. Other lead institutions must NOT assume that this mechanism is automatically available to support their plans.

3. Details of the Canadian Forces logistics assistance to Emergency Preparedness Canada are contained in Canadian Forces HQDP 291, with code-name Operations Plan [OPLAN] "AGILE", found in Part 2 of this Plan.

4. It was agreed at the meeting of the Emergency Preparedness Advisory Committee held on 11 June 1998 that discussions should continue between Transport Canada and the Canadian Forces concerning the establishment of a Logistics Operations Management Cell within the National Support Centre.

SOP 13 -EMERGENCY SHIFT ROSTER

1. Lead institutions must maintain at least the outline of an emergency shift roster for their National Support Centre arrangements.

2. When the Minister Responsible for Emergency Preparedness is the lead Minister, detailed shift rosters are maintained by the appropriate planning staff officer, and held in the Government Emergency Operations Coordination Centre as part of their internal Standing Operating Procedures.

SOP 14 - SILENT HOURS ACCESS LIST

1. Lead institutions must maintain a silent hours access list if security areas are involved in their National Support Centre facilities.

2. When the Minister Responsible for Emergency Preparedness is the lead Minister, the Access List is prepared by the responsible desk officer, and held in the Government Emergency Operations Coordination Centre and by the Security Officer, Emergency Preparedness Canada.